MIDDLESBROUGH COUNCIL

STRATEGIC PLAN 2009-2011

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Contents

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Foreword

Note: Text to be agreed with the Mayor.

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Note: Text to be agreed with the Chief Executive.

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Plan overview

Introduction

The Strategic Plan is the Council's overarching business plan for the 2008/2011 period. This plan is the 2009/2010 update of the three-year plan published in 2008.

The aims of the Strategic Plan are to:

- identify and prioritise the Council's contribution to delivering the Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA) outcomes in the short to medium-term;
- provide a strategic overview that brings clarity of purpose to the organisation and provide a coherent framework for financial and delivery planning and performance management; and
- communicate the Council's improvement agenda to all stakeholders.

Middlesbrough Council is committed to continuous improvement and value for money, and is rated by the Audit Commission as one of the highest performing local authorities in England under the Comprehensive Performance Assessment framework, which ended in March 2009.

In recent times, the Council has developed its approach to delivery and improvement, in line with the introduction of the new performance framework for local government and its partners from April 2008. Corporate and partnership performance management regimes have been integrated. The improvement programme set out in the Strategic Plan represents the Council's medium-term contribution to the achievement of the shared vision for Middlesbrough set out in the Sustainable Community Strategy 2009-2023, aligned with the timescales of the current LAA. The content outlined in this Strategic Plan does not reflect the full work programme carried out by Middlesbrough Council, only actions that contribute to the priorities in the medium term. More detail regarding departmental actions and contributions can be found in a set of comprehensive departmental service plans and other corporate plans and strategies that support this Strategic Plan.

The Council will continue to engage and work with local communities and key partners through the Middlesbrough Partnership and beyond to ensure that targeted improvements to local quality of life set out in the LAA are achieved.

This year's iteration of the Plan has taken into account the challenges of Comprehensive Area Assessment, which from April 2009 will evaluate the impact of joint working in an area on outcomes for local communities.

This plan is organised in three sections:

Plan overview
This section outlines how the shared priorities were developed, are delivered through the local partnership framework and quantifies the Council's contribution.

Priorities for improvement – progress and future plans
This section provides an evaluation of performance over the past year by key theme and outlines plans for the current year.

Appendices
This section brings together key information on risk management and the Council's financial resources.

Middlesbrough and its communities

Middlesbrough and its history

Middlesbrough is situated on the North East coast of England, at the centre of the Tees Valley conurbation built around the River Tees. The borough comprises the town of Middlesbrough and the surrounding villages of Nunthorpe, Coulby Newham, Stainton, Thornton, Hemlington, Acklam, Linthorpe, Marton and North Ormesby.

With some 59,000 households and a population of 135,100[1] within an area of 54.5km², Middlesbrough is the most urbanised and densely populated local authority area in the Tees Valley. It is bounded by the River Tees to the north, the North York Moors National Park to the south, and the built-up urban areas of neighbouring authorities to the east and west. There are good road, rail and air links, via the A66 and A19 trunk roads, access to the East Coast main rail-line, and Durham Tees Valley and Newcastle airports. Teesport, the UK's second largest port, lies a few miles to the east of the borough's boundary.

The town developed to service the rapid growth of the wider Tees Valley economy from the industrial revolution of the 19th century onwards, with the river bank and the surrounding areas providing the major source of local employment in the iron and steel, shipbuilding, heavy engineering and petrochemical industries. The Sydney Harbour Bridge, the Tyne Bridge and the town's own iconic Transporter Bridge were all built in Middlesbrough.

The rapid decline of traditional industries in the latter half of the 20th century had a major impact on Middlesbrough, leaving a legacy of dereliction and deprivation, particularly in the east and north of the borough. With the economic prosperity of the town dependent upon a small number of major employers offering relatively low-skilled work, and correspondingly low levels of local entrepreneurship, the town was not well placed to respond to massive industrial restructuring and large scale, long-term unemployment. Today, the town, and the wider Tees Valley area, continues to perform poorly against key economic indicators and associated indicators of well-being. The population has declined by some 30,000 over the last fifty years.

Modern Middlesbrough

Middlesbrough continues to face many difficult challenges, undoubtedly compounded by the current global recession. But it is forging a new and exciting identity. Today Middlesbrough is a major retail, commercial and university town with new business in media, design and e-commerce.

At the centre of the Tees Valley, Middlesbrough is the acknowledged sub-regional capital, with high levels of community identity and growing confidence. Transformational place shaping, with a strong focus on culture, is central to future plans for the Tees Valley and the town, and is complemented by a robust, people-focused approach to social regeneration led by the Middlesbrough Partnership.

The thriving town centre now provides the majority of local employment and is the main retail centre in the Tees Valley. The recently opened mima art gallery and the redesigned Centre Square have provided a new heart to the town. The town's Teesside University is ranked as one of the top two modern universities in the UK, with world-class teaching and research capacity, particularly in digital media. Ambitious plans for the education sector and the cultural and academic quarter in the town are founded on the importance of encouraging and retaining home grown talent.

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[1] Tees Valley Joint Strategy Unit, 2008

Despite a shortage of quality development land, the area is being visibly transformed by major regeneration and development schemes. The most notable of these is Middlehaven, a prime waterfront development site, which when completed will include a vibrant mix of commercial, leisure and residential opportunities, as well as the relocated Middlesbrough College. The innovative design of this area will be complemented by *Temenos* (planned for summer 2009), one of the 'Tees Valley Giants', a public art scheme of international standing.

The North Middlesbrough Accessibility Scheme will further enhance the accessibility of the town, and there are ambitious plans for a Tees Valley Metro link.

Modern-day Middlesbrough comprises diverse and ambitious communities, moving forward together to deliver an ambitious agenda for the future success of the area.

Map of Middlesbrough

Note: Map to be inserted once graphic is agreed.

Indices of Deprivation 2007

The Indices of Deprivation 2007 identifies Middlesbrough as the ninth most deprived local authority area in England, with 13 of the town's 23 wards within the 10% most deprived nationally across a range of factors. The most deprived wards in Middlesbrough are:

- Middlehaven
- Gresham
- Claireville
- Thorntree
- Hemlington.

The most deprived areas are concentrated around Middlesbrough town centre, with a further concentration to the south of the area.

Indices of Deprivation 2007

Note: map to be inserted.

Social profile

Middlesbrough's communities are amongst the most diverse in the region. Around 50 nationalities are represented in the population of the town, which has the highest BME population in the North East, at 7.5%[2]. Some 17% of Middlesbrough pupils are from BME communities. Areas with the highest BME population are closely concentrated around the town centre. There has been a recent rise in economic migrants from Eastern Europe and the town has recently received a number of refugee families from Ethiopia as part of the

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[2] Census 2001

Government's Gateway Protection Programme. The majority (some 75%) of the population is of the Christian faith; there is also a significant Muslim population[3]. In general, levels of community cohesion are high.

The population comprises 66,200 males and 68,900 females. A slightly higher proportion of people are under 24 and a slightly lower proportion of people are over 45 than regional and national averages but these proportions are expected to reverse in the next ten years in line with national trends, significantly increasing demand for local social care services.

Economic deprivation has impacted upon other social indicators; many people in Middlesbrough suffer from poor health and crime rates are high. Around 42% of households have one or more person with a limiting long-term illness, and a significant number of local people have caring responsibilities. Life expectancy for men and women is improving slowly but is some three years lower than the national averages. The prevalence of smoking and obesity, deaths from cardiovascular disease and teenage pregnancy rates are all high.

The legacy of deprivation and compound poverty highlights the need for active community capacity building, particularly in the areas of highest social disadvantage.

Economic profile

Middlesbrough is a comparatively low wage economy, even by comparison with the rest of the Tees Valley, which is itself lower than the national average. The great majority of local jobs are now in the service sector, with almost all the remainder in manufacturing and construction. Fewer people in Middlesbrough are economically active than the regional and national averages, and benefits rates are correspondingly high. The employment history of the area means that there are relatively low levels of skills and entrepreneurship and low aspirations. The proportion of the working age population qualified to NVQ4 and above is some 10% below the national average, and the proportion of 15 year olds achieving 5 GCSEs with A*-C grades, whilst improving significantly, is amongst the lowest in the region.

Environmental profile

As a relatively young town dominated by heavy industry rather than commerce, Middlesbrough did not have the legacy of fine old buildings and a diverse pattern of housing enjoyed by many northern industrial towns and cities and exploited in their regeneration. The decline of heavy industry left behind low quality industrial plant, which was soon demolished once redundant, rather than redeveloped.

Similarly, despite massive clearance and redevelopment programmes between the 1950s and 1970s, there remain around 12,000 low-quality Victorian terraced houses in a tight semi-circle enclosing the town centre, restricting development opportunities. This
over-supply of terraced housing is compounded by a shortage of detached family and executive housing. The town has a lower level of owner occupation than local and national averages, with a higher level of social rented accommodation.

As well as high levels of social deprivation, the decline of traditional industries has left a low quality urban environment with few buildings of historical significance or high design values.

However, the area is developing a high-quality network of green and open space, with a number of parks, nature reserves and a working farm. Five local parks are amongst the 42 Green Flag status parks in the North East. Many of the open spaces in Middlesbrough host a variety of community events including Cleveland Show, Music Live and the Middlesbrough Mela.

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[3] Census 2001

Middlesbrough has five becks that flow into the River Tees. These are Marton West Beck, Ormesby Beck, Newham Beck, Bluebell Beck and Spencer Beck. The Three Becks project, run by the Wildlife Trust, covers Ormesby, Spencer and Newham Beck, and runs practical conservation projects, events, and school and community projects to improve the becks for wildlife and people.

During 2009, Middlesbrough Council is to lodge a bid with the Heritage and BIG Lottery Funds for a £6million makeover of Stewart Park. It would see the park transformed with new and restored walkways and new visitor attractions.

Significant improvements have been made in recent years to local street cleanliness.

Middlesbrough Council

History and responsibilities

Middlesbrough Council is a unitary local authority. It was created in 1996, alongside the three adjacent unitaries of Hartlepool, Redcar and Cleveland and Stockton-on-Tees, to replace the former Cleveland County Council. It is the ninth smallest unitary authority in England.

The Council acts as Middlesbrough's community leader, working with partners, local residents and businesses, and holds the lead responsibility for the social, economic and environmental wellbeing and sustainability of the town. The Council is one of the largest employers in the area, providing work for more than 5,200[4] people. The Council's revenue budget for 2009/10 is £131m.

The Council has a wide range of statutory responsibilities and powers and commissions or provides an array of local public services, funded by government grants, Council Tax and business rates. The Council is responsible for major statutory functions and services such as education, social care, planning, regeneration, economic development, transport, waste management and street scene. It provides a variety of other services including local museums and leisure centres. Each year the Council:

- educates approximately 5,200 secondary school pupils, 11,400 primary school pupils and 2,200 nursery pupils;
- makes over three million household refuse collections and approximately 20,000 bulky waste collections;
- maintains and cleans approximately 525km of roads and 614km of footpaths;
- maintains over 1,025 hectares of land (including grassed areas, shrubs, cemeteries, sports fields, golf courses, flowerbeds and becks);
- accommodates over 200,000 visitors to local museums; and
- assists around 1.38 million leisure centre visitors and teaches approximately 1,170 children to swim.

Most support services, including benefits administration, Council Tax collection, human resources processes and customer services, are provided by the Council's strategic partnership, Service Middlesbrough, which was established in 2001. The Council transferred its social housing stock to a registered social landlord, Erimus Housing, in 2004.

Middlesbrough Council is recognised as one of the best performers nationally against all external inspection and regulatory measures. In 2008, the Council is one of 62 nationally to achieve the highest rating of 4 stars under Comprehensive Area Assessment, and one of only 26 to achieve both *Improving Strongly* in the Direction of Travel assessment and 4 stars overall. The Council also achieved the highest score of 4 in its Corporate and Use of Resources Assessment.

Notwithstanding its consistent high performance overall, the Council continues to improve and is ranked 25th out of 388 authorities as measured by the percentage of performance indicators improved over the last three years. It now has 38% of its performance indicators in the top quartile.

The Council holds national Beacon awards for service excellence and, reflecting its very high level of performance in social care, was recently awarded Beacon status for 'supporting independent living for disabled adults'.

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[4] Total number of FTE – April 2009

The Mayor and the Executive

The Council is led by an independent elected Mayor, Ray Mallon, now in his second term of office. There are 48 councillors: 28 Labour, six Conservative, one Liberal Democrat, two Green Party, two Marton Independent and ten Independent. The Mayor leads a cabinet (the Executive) of the Deputy Mayor and eight Executive members. The Deputy Mayor and seven Executive members are from the Labour Party and two are Independent. The cabinet portfolios are:

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

Overview and Scrutiny

The Overview and Scrutiny Board, comprising a chair plus 12 members, oversees the work of the Council's Scrutiny Panels for:

- Children and Learning
- Community Safety and Leisure
- Economic Regeneration and Transport
- Environment
- Health
- Social Care and Adult Services.

The South Tees Health Scrutiny Joint Committee and the Tees Valley Joint Health Scrutiny Committee also report to the Board, along with Ad Hoc Panels as required and 'Call In', when initiated.

Departmental structure

The Chief Executive leads a corporate management team of the four service Directors and the Assistant Chief Executive and Directors from the Central Services grouping.

Note: Revised structure chart to be inserted following April 2009 changes.

Working in partnership

Modern local government is built around partnership working and Middlesbrough is no exception.

Sub-regional partnership working

Middlesbrough's fortunes are inextricably linked to the economic prosperity of the sub-region. The five neighbouring boroughs of Middlesbrough, Darlington, Hartlepool, Redcar and Cleveland and Stockton-on-

Tees form the Tees Valley City Region and work together in a number of partnerships to improve sub-regional quality of life, and which are driving developments in the town.

The scale of the ambition for the sub-region can be seen in the Tees Valley City Region Business Case, which has the aim of reducing the output gap between the Tees Valley and the rest of the UK by developing its key economic assets and improving urban competitiveness.

Tees Valley Unlimited is the governance structure that oversees the development of the Business Case and its implementation. Middlesbrough is an active participant in Tees Valley Unlimited. It is important to appreciate that Tees Valley Unlimited's purpose is to add value in areas that are best dealt with at the city region level rather than more locally.

As part of the Business Case, a ten-year City Region Investment Plan has been produced incorporating prioritised and costed proposals to improve the economic performance of the area. This is being further developed through the negotiation of a Multi Area Agreement (MAA). The MAA is a mechanism to help deliver much of the Business Case by securing resources for the next five years for regeneration, transport and housing market renewal. The MAA is the subject of substantial national interest and is one of 13 pilots in the country. It is the only one where a Minister is directly overseeing the negotiations. The sub-regional work is coordinated by the Tees Valley Joint Strategy Unit, a joint body established by the five Tees Valley local authorities.

The Stockton/Middlesbrough Initiative (SMI) is a partnership venture between Middlesbrough and Stockton-on-Tees 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 Middlesbrough Partnership

The Middlesbrough Partnership is the Local Strategic Partnership (LSP) for Middlesbrough. It comprises representatives from key public and voluntary sector agencies, private sector bodies and community representatives, who have come together to work jointly towards improving the social, economic and environmental well-being of the town, and its sustainability.

The Council is the lead partner on the LSP, with Middlesbrough Primary Care Trust, Cleveland Police, Cleveland Fire Brigade, National Probation Teesside and the Tees Valley Learning and Skills Council amongst the key local partners.

Middlesbrough communities and voluntary sector agencies collectively have input to Middlesbrough Partnership through a system of representatives. The Community Network forms the constituency for electing community and voluntary sector representatives onto the Partnership and enables communication with the Partnership. The Network includes community councils, residents associations, voluntary organisations, black and minority ethnic groups and other communities of interest.

LSP partners have worked to produce the Sustainable Community Strategy (SCS) and the associated Local Area Agreement (LAA).

The SCS sets out the long-term vision and plan to improve local well-being of Middlesbrough, reducing inequalities between Middlesbrough and the rest of the country, and between local communities.

The LAA is an agreement between central government (represented by Government Office North East) and the local area (represented by the local authority and its partners in the LSP). It identifies the key priorities and targets for the area over a three-year period. The SCS sets out the long-term vision for the area, and this is reflected in the shorter-term priorities and targets in the LAA.

The LAA is based on a menu of national indicators, and includes 16 mandatory attainment targets, as well as up to 35 improvement targets. The list of targets reflects the local situation, with a particular emphasis on areas where improvement is needed. With only 35 indicators available for inclusion in the LAA, prioritisation is necessary.

The LSP is divided into action groups, which mirror the priority themes of the SCS. The action groups take overall responsibility for delivery of the relevant actions and targets in the strategy, with each partner organisation playing its particular role.

The vision for Middlesbrough

Sustainable Community Strategy vision

The Middlesbrough Partnership has developed a long-term vision for the town, which has been adopted by all partners. The shared vision is that by 2023:

> **Middlesbrough will be a thriving, vibrant community where people and businesses succeed.**

If Middlesbrough achieves this vision it will have ensured that in 2023 Middlesbrough will be a place where more people will choose to make their home, to come to work and study and to spend their leisure time.

To realise the vision for Middlesbrough requires all agencies and stakeholders from all sectors of the community to come together. No one agency or service can alone achieve the vision.

The Partnership has chosen to structure the Sustainable Community Strategy and the structure of the partnership itself around the shared national and local government priorities, which cover the major challenges that face Middlesbrough today. These priorities form the six key themes of the Sustainable Community Strategy and provide a framework for how the Partnership will respond to the major challenges and deliver the overall vision for Middlesbrough. The themes are:

- **Creating stronger communities**
- **Creating safer communities**
- **Supporting children and young people**
- **Promoting adult health and well being, tackling exclusion and promoting equality**
- **Enhancing the local economy**
- **Securing environmental sustainability.**

Under each theme, the Partnership has identified a number of strategic priorities to be addressed locally in the medium-term.

The Raising Hope agenda

The Council's key contributions to the delivery of the SCS themes are directed by the 'Raising Hope' agenda set by its elected Mayor and supported by the Council's executive and non-executive councillors.

The Raising Hope agenda complements the SCS vision. It 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.

The foundations for these four pillars are the education and care of children and young people and support for vulnerable people in Middlesbrough.

In 2004, the Mayor introduced the next phase of the Raising Hope agenda, his reduction priorities.

The reduction priorities are based on tackling problems at the 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:

Alcohol abuse	Unemployment
Smoking	Benefit dependency
Obesity	Overall crime
Deaths from heart disease and strokes	House burglary
Stress-related illnesses	Vehicle crime
Consumption of fatty foods	Anti-social behaviour
Children leaving school without qualifications	Journeys made by car
Schools exclusions	Carbon dioxide emissions
Absence from school	Landfilled waste
Road traffic accidents	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, as well as its contribution to the achievement of the Sustainable Community Strategy themes.

To effectively manage its contribution to the SCS, the Council has added a '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 Sustainable Community Strategy themes and the targets set out in the Local Area Agreement.

The Council's contribution to the Vision

As community leader, the Council's a significant and varied contribution to the vision for Middlesbrough and its supporting themes.

Note: Graphic summarising contribution to be added.

The Council's contribution to the Sustainable Community Strategy is set out in detail in Section 2 of this Strategic Plan – Priorities for improvement – progress and future plans.

To the six themes of the SCS, the Council has added a 'Fit for purpose' priority, to ensure that it remains fit to act as a community leader and contribute effectively to the achievement of the Sustainable Community Strategy and Local Area Agreement.

How this plan was developed

Key influences on the Strategic Plan

This Strategic Plan articulates the Council's contribution to the shared vision for Middlesbrough set out in the Sustainable Community Strategy. It is delivered within the context of national and regional policy and resources available and in a manner determined by the Council's values and crosscutting principles. The key drivers influencing the development of the Strategic Plan are summarised below.

National and regional policy

Many issues inform the Council's strategy development e.g. the socio-economic circumstances of local people, community aspirations identified through consultations, the policy directives of national government, regional governance structures, sub-regional and local partnership working, and the Council's capacity and resources.

Consequently strategies vary greatly, with some imposed top-down through the local government structure and some emerging bottom-up via local partners and partnerships; however, all corporate strategies ultimately aim either to improve organisational performance and capacity and/or to create public value.

Key agendas addressed within this Strategic Plan include:

- community leadership and 'place shaping';
- sub-national review of economic development;
- the duty to promote well-being;
- the revised duty of best value (as quantified in national efficiency targets);
- the duty to involve;
- the National Improvement and Efficiency Strategy for local government;
- national customer services excellence standard; and
- equality, community cohesion and social inclusion.

New national performance framework for local government and its partners

Strong and Prosperous Communities, the Local Government White Paper, published in October 2006 introduced significant changes to the way in which local authorities and their partners deliver for their areas. The changes, enacted through the Local Government and Public Involvement in Health Act 2007, aim to strengthen the accountability to and engagement with citizens and communities, to give greater responsibility to local authorities and their partners for securing improvements in services, and provide a better balance between national and local priorities.

At the heart of these changes is a new local performance framework covering all outcomes delivered by local authorities and their partners. The key elements of this framework are set out in the following diagram.

Performance Framework
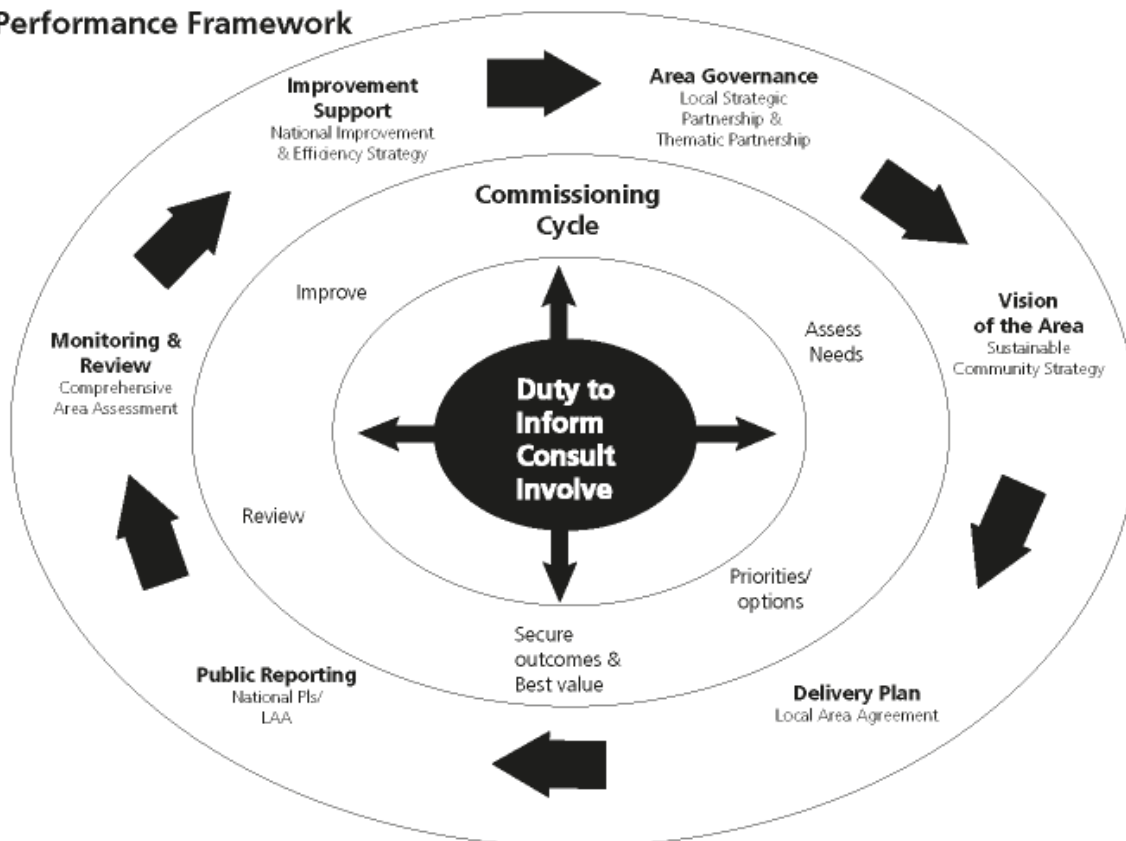
The revised performance framework has had a significant influence on the way the Council plans, commissions and delivers services, as outlined in this document. The introduction of Comprehensive Area Assessment from April 2009 continues the evolution of the new framework.

Partnership working

Driven by local and national pressures, local authorities have become increasingly engaged in activities across a wide range of service areas that are commonly said to be 'partnerships' or to involve 'joint working'. Partnerships are a response to the complex problems facing communities that cannot be tackled effectively by a single organisation working alone. This can be where key national priorities are the responsibility of more than one public body; public expectation requires improved outcomes in excess of what can be delivered by one provider in isolation; the need to attract more resources an/or increase value for money or the need to directly engage local communities.

The benefits of partnership working to local people and to the local community – reducing duplication, increasing capacity and resources to improve service delivery and sharing risk
– are obvious, particularly for local government and the Council has a strong tradition of working in partnership, bringing forward and participating in many innovative projects to improve local quality of life.

The Council's key partnerships are outlined in the 'Middlesbrough Council' section of this plan. The strategies and plans of the Council's key partnerships (most importantly the sub-regional MAA, Sustainable Community Strategy and LAA) are key influences on the actions set out in the Strategic Plan.

Quality of Life statistics, performance information and community views

The Council views the services it commissions, provides (either wholly or jointly) or facilitates as part of wider systems that produce outcomes for local people. These systems are also influenced, often to a greater degree, by global, national, regional, sub-regional and more localised trends and interventions. In order to improve its understanding of these systems and of how best the Council and its partners can act to bring about

better outcomes for local people, the Council plays a lead role in coordinating and analysing statistical data on local quality of life and consultation results, maintaining a robust evidence base used to inform the planning of services and interventions.

Global economic recession

During 2009/10, the current global economic recession will continue to have a negative impact nationally and require the Council to tailor a response to minimise the impact on local people. In the Tees Valley, many existing regeneration projects will continue to make progress but there may be a decline in new regeneration projects coming forward.

Whilst focusing on the present situation and the negative consequences of the economic recession, Middlesbrough must also prepare for the upturn, in a climate of reducing public sector expenditure. The Council has worked with local partners to develop a recession action plan, and relevant actions are included in the action planning sections of this document.

Financial position

Note: Paragraph on financial parameters, required efficiency savings and the Council's position to be included following consideration of the April 2009 Budget.

Strategic Planning Framework

The Council's Strategic Planning Framework begins with the Sustainable Community Strategy and its Action Plan, prepared within the context of regional and sub-regional policy.

The Strategic Plan offers an overview of how the Council contributes to the achievement of the shared vision for Middlesbrough. It also sets out how it meets statutory targets that may not strictly conform to local priorities and organisational objectives.

The Medium-Term Financial Plan (MTFP) and the workforce plans support the Strategic Plan. The MTFP is developed in parallel to the Strategic Plan and defines the resources available to deliver priorities and how they will be deployed. The workforce plans complement and enhance the financial resources identified within the MTFP by ensuring that the Council has *the right people, in the right place, with the right skills at the right time*.

The Strategic Plan sets out the Council's ambitions and priorities for the mid-term at a strategic and tactical level. It does not contain detailed information on service facilitation and delivery. This is set out in the Council's departmental service plans and supporting strategies, which are owned and monitored at the service and directorate level.

Service plans are an essential tool for making rational and coordinated decisions about levels and types of provision where resources (financial, people and skills and assets) are used well through clear links to financial planning. They are a vital part of the 'golden thread', linking corporate to individual performance targets, so that every employee knows how what they do contributes to corporate objectives.

Employee Appraisals are the final element of the Strategic Planning Framework. This process has been developed to promote employee development, identify training needs, and to establish how each individual member of staff contributes to the aims of their service, as articulated within the Service Plans.

Integrated, evidence-based performance management drives the Strategic Planning Framework at all levels.

The Council's Strategic Planning Framework is illustrated in the following diagram.

Note: Diagram of strategic planning framework to be inserted.

The sections below provide further detail on the Council's approach to financial, performance and risk and people management processes.

Financial 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; and
- 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.
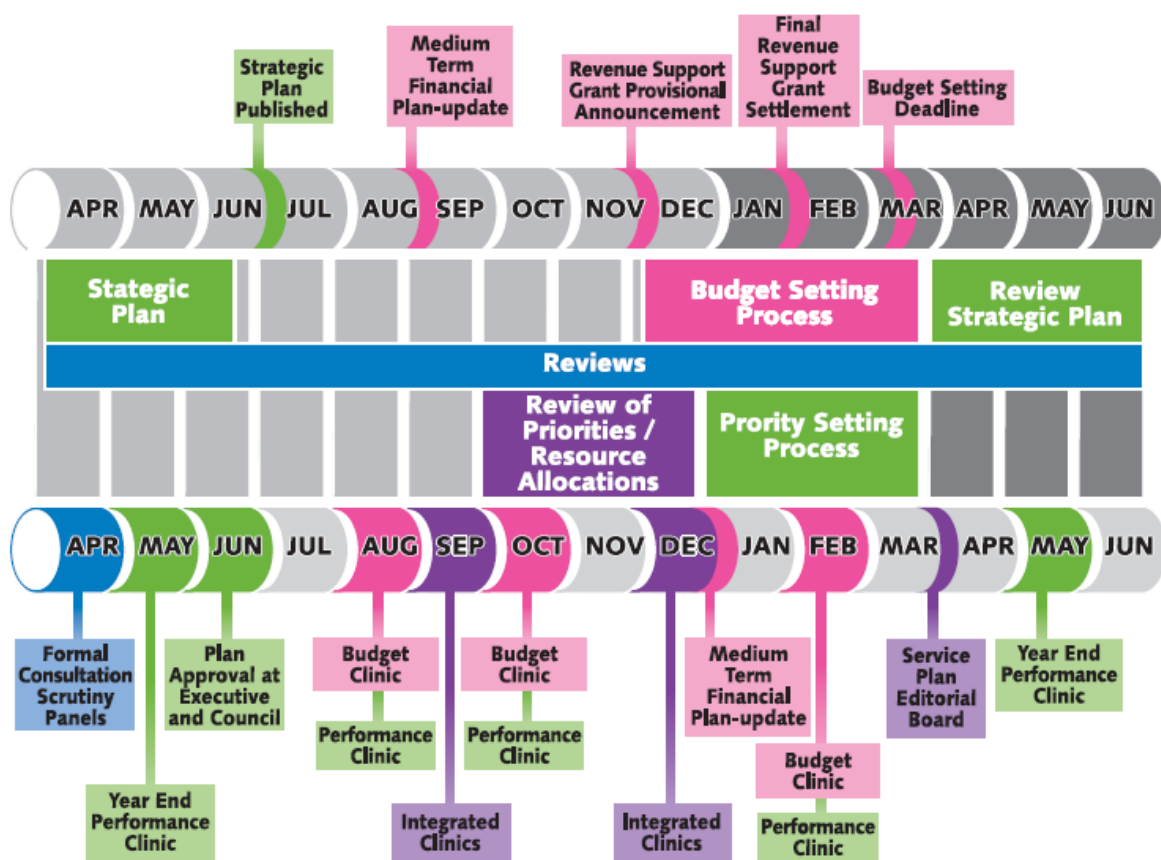
Budget Strategy and the Medium-term Financial Plan

Consultation on the budget strategy, the Medium-Term Financial Plan (MTFP), the revenue budget and issues facing the Council in setting its budget is extensive. It includes consultation with:

- Strategic partners
- Stakeholders
- Councillors
- Political groups
- Trade unions
- Community councils

- Council staff
- Voluntary and community sector
- Chamber of Commerce
- The Middlesbrough Partnership
- Residents, including young people via the Youth Council.

Consultation focuses on the Council's budget strategy and on the Council's financial 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 MTFP, the Council adheres to the following principles:

- Ensure that the Council's financial strategy reflects the Council's priorities.
- Keep council tax increases to reasonable levels taking into consideration national assumptions and council tax levels in other comparable authorities.
- Maintain appropriate balances, central provisions and earmarked reserves.
- Make services fully accountable for their own budgets and spending, and enforce a policy of no unauthorised overspending within service areas.
- 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.
- Ensure effective budget consultation processes are followed.
- Maximise the efficient, effective and economic use of resources, in conjunction with partners where appropriate, and in accordance with local strategic plans and priorities.
- 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.
- Ensure that the impact of legislative changes is considered as part of the budget setting process.

Efficiency savings

In July 2004 the Gershon Review was published, resulting in a target of £6.45 billion in efficiency gains being set for local government. This was to be achieved by 2007/08 and translates into 7.5% off the 2004/05 baseline – 2.5% year on year, of which 1.25% per year must be cashable gains.

In the Comprehensive Spending Review 2007, which covers 2008/09 to 2010/11, the Government set a target for all public services to achieve at least 3% cash releasing efficiency gains year on year. In total, councils are expected to achieve £4.9 billion cash releasing efficiencies by 2010/11.

In setting the 2009/10 budget, services were requested to identify efficiency savings, which equated to 3% of net expenditure. This is consistent with the assumptions made by central government within the Comprehensive Spending Review. Service proposals were appraised on the basis of efficiency rather than being a reduction in levels of service provided by the Council. The Council has also agreed to a number of service reviews to support its efficiency programme.

The Council has a value for money strategy, which sets out the Council's approach to achieving its efficiency targets. Details of how Middlesbrough Council intends to meet its future efficiency targets and details of efficiency gains already achieved as set out in the appendices.

Medium-Term Financial Plan

The 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 Comprehensive Spending Review released by Central Government in October 2007, 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 impact of changes relating to 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 and partnership arrangements with Mouchel. 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.

Capital strategy

As with its revenue resources, the Council directs its capital resources to its priorities. The Council has a three-year capital programme. The capital programme includes major investments such as Building Schools for the Future, BoHo, the Primary strategy for Change, transport infrastructure and Housing Market Renewal. The Local Government Act 2003 created a new legal framework for capital investment from April 2004 and local authorities are now required by law to follow the CIPFA Prudential Code. The key objectives of the Prudential Code are to ensure, within a clear framework, that the Council's Capital Programme is affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice.

Commissioning and Procurement strategy

The Council's procurement strategy was introduced in response to the National Procurement Strategy and to focus procurement activities more effectively throughout the authority. The revised strategy sets out clear requirements for achieving more effective procurement and includes an action plan to secure improved services and increased value for money. The strategy's priorities include:

- the development of guidance and training and harmonised procurement documentation to help the Council and suppliers to increase their cost effectiveness;
- the maintenance of a five-year forward plan setting out the Council's likely demand, in broad categories, for goods, works and services from outside suppliers;
- the review of the authority's commissioning arrangements, including joint procurement;
- improved procurement management through eliminating off-contract buying and improved vendor performance monitoring;
- implementation of gateway reviews and improved project planning to ensure high-value, high-risk procurement initiatives are correctly managed and achieve their goals;
- the maintenance of corporate tender approval and performance monitoring processes;
- the publication of all tender opportunities on the Internet, with a notification system focused on sub-regional suppliers
- the development of procurement performance indicators and benchmarking of suppliers and contract performance through the Tees Valley Procurement Group; and
- the use of agreed concordats with local small to medium-sized enterprises (SMEs) and the voluntary sector to improve opportunities for both groups to supply the Council.

E-Procurement

Middlesbrough has already embedded a number of the key strands of e-procurement, including the use of purchasing cards, e-tendering and the contractual arrangements established with the Council's strategic partner Mouchel. In addition to this established practice the Council is also exploring other e-procurement tools, including:

- use of e-catalogues, e-ordering and e-invoicing, for which Mouchel is evaluating the I&DeA marketplace solution;
- the development of a North East regional e-procurement strategy; and
- the development of a single North East e-marketplace.

Understanding procurement spend

The development of a five-year procurement plan is intended to enable the Council to assess its likely demand in broad categories for goods, works and services. This will allow the resource implications to be assessed with the ability to smooth out peaks and troughs therefore avoiding major workload issues. It will also help the Council to understand the potential environmental, social and economic implications of its planned procurement activity, supporting the development of sustainable procurement.

Business/supplier engagement

Recent consultation with the business community was very positive, exhibiting a clear understanding of the tendering process. They would like to see a way in which they can make service areas aware of what they can provide, so that they have a greater opportunity to secure contracts. To assist in this the authority has developed and implemented an SME Business Registration form on the Council's website, where SMEs can complete the form and the data provided is made available for buyers to access. It does not give the suppliers any guarantees that they will receive work, but does raise the profile and makes details available to a wider audience.

Collaboration

In line with the National Procurement Strategy, Middlesbrough is working with other authorities in the Tees Valley and across the North East to identify opportunities for joint procurement as part of the process of securing greater value for money. The key elements of this joint working include:

- maintaining a schedule of current contracts for the Tees Valley authorities, including renewal dates and an options appraisal triggered six months ahead of renewal;
- early discussions through the North East Purchasing Organisation (NEPO) with other regional purchasing consortia on the development of wider collaboration opportunities, which could bring significant economies of scale;
- participation in the North East Centre of Excellence, which has merged into the Regional Improvement & Efficiency Partnership;
- development of a regional collaborative contract programme involving 25 authorities;
- the harmonisation of tender documents under which Middlesbrough is using contracts tendered by other authorities; and
- the development of a voluntary and community sector project, working with the North East Social Enterprise Partnership and based around the introduction of social, environmental and community benefit clauses within the harmonised documents project.

Sustainable procurement

Within Middlesbrough's broader commitment to the development of sustainable communities, all of the Council's procurement activity will give due regard to the issues of sustainability through the assessment of the whole-life costs and benefits of each significant investment, whilst ensuring that projects achieve what end users want and can afford. The Council's cost / benefit analyses all cover the environmental, social and economic benefits to the community that are relevant and appropriate to the contract in question. To assist services with the cost / benefit assessment a business case development template has been developed.

Performance and risk management

The Council's approach to performance management is designed to ensure a sharp focus on the delivery of priorities and to combine all aspects of formal performance management into a seamless integrated framework. These include risk management, business continuity, improvement planning and financial management, as well as the monitoring of planned actions and indicators included in the Council's plans and strategies. The framework has a high level of accountability structured in, and provides for both Executive and Scrutiny member involvement at key stages in the annual cycle.

LSP performance management has been developed increasingly along similar lines to the Council's processes, for example with the introduction of accountability sessions for each action group chair, which also incorporates an element of Council scrutiny via the Chair of the Council's Overview and Scrutiny Board.

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 main steps in the performance management and risk management frameworks are shown in the diagram below.
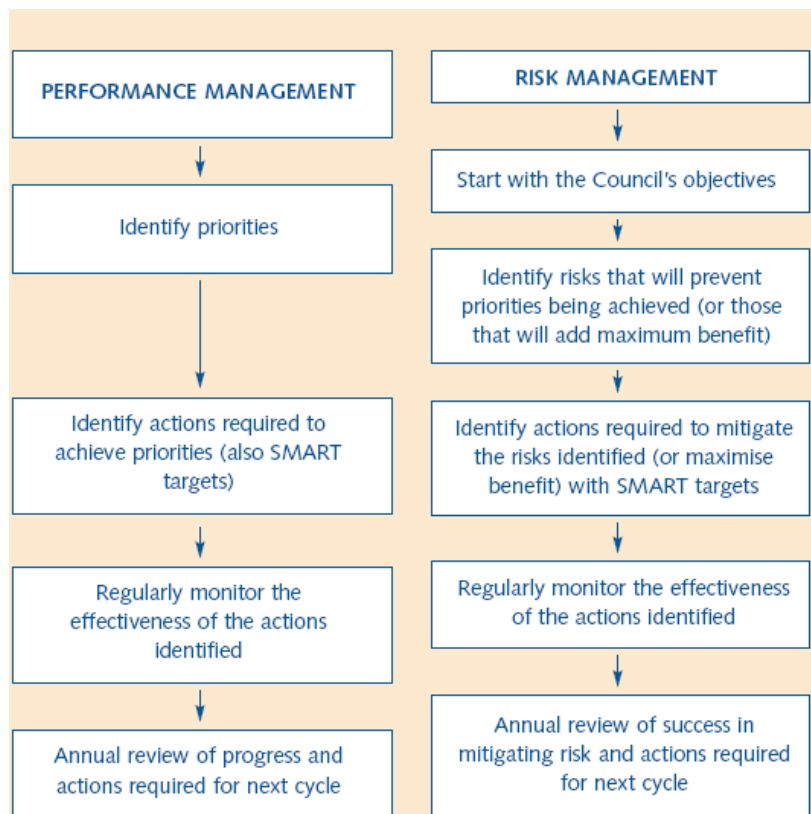
The Council has a well established and effective business planning cycle that includes setting priorities and ensuring that the Council's budget is aligned to the Council's priorities. The Council's performance management framework monitors the delivery of these priorities and ensures that they are achieved within budget. The performance management framework includes regular reporting to the Executive, Scrutiny and CMT.

The actions being undertaken to mitigate strategic risks are included within the key actions sections. 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 the appendices.

People management

To be inserted

Data Quality

The Council recognises the importance of reliable, accurate and timely information in decision-making, managing services and accounting for performance.

It is committed to ensuring the highest standards of data quality across the organisation and has developed in the last year an overarching data quality policy, which will be supported by specific policies for financial, performance, human resources, customer and address data.

These policies will set out governance arrangements and roles and responsibilities for data quality and will be supported by robust systems and processes.

Arrangements for data quality are reviewed annually to ensure continuous improvement, in line with the Council's audit and inspection arrangements.

Key crosscutting principles of the Council's approach

Community involvement

The Council has a statutory duty to involve, and must consider, as a matter of course, the possibilities for provision of information to, consultation with and involvement of representatives of local persons across all its functions.

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 Sustainable Community Strategy aims. The Government's 2006 White Paper, 'Strong and Prosperous Communities', set out a vision of 'revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them'. This would involve:

- changing ways of working to give citizens and communities a bigger say;
- enabling local partners to respond more flexibly to local needs; and
- reducing the amount of top-down control from central government.

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 the following:

- Effective communications
- Consultation
- Promoting community cohesion and diversity
- Providing accessible services
- Neighbourhood renewal and management.

The image the Council project is important because it helps the public and our partners understand its purpose and work. It is also important to engage in two-way dialogue with partners, customers and other stakeholders. The Council has produced a Communications Strategy that sets out its communication aims and objectives and the actions to be taken to achieve these, as well as providing the Council's guiding principles for communication. These are that all communication should be:

- clear and easy to understand;
- open and honest;
- accessible;
- responsive; and
- consistent and coordinated.

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

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

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

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

Coordinated: There should be a consistent and coordinated approach to consultation.

Narrowing the gap

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 Sustainable 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; and
- 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.

Equality, diversity and cohesion

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

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

Diversity of people: The diversity of people's different backgrounds and circumstances are appreciated and valued positively.

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

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

The 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 and is committed to avoiding all forms of discrimination. The Council will seek 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 Equality Schemes.

The Council has prepared a Corporate Diversity Action Plan that highlights actions to address potential differential impacts in line with the themes in the Sustainable Community Strategy where there is a negative differential impact of services on a specific group. The Corporate DAP is set out in the Appendices of this Plan.

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, particularly 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, which state that services should be:

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

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

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

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

Sustainability

In 2002, the Mayor and Chief Executive signed the Local Government Climate Change Declaration, which committed Middlesbrough to produce a Climate Change Community Action Plan. Following a full year of consultation the Council, with support from 40 partners, published this Action Plan that set out a framework to reduce carbon emissions and adapt to the inevitable consequences of climate change. The Plan and framework won an International Energy Globe Award in 2005 and has helped Middlesbrough reduce its greenhouse gas emissions by 45,000 tonnes over a three-year period, which exceeds the target of 1.25% per year reduction. 2005 information (the latest available) indicates that Middlesbrough has a carbon footprint of 7.2 tonnes for each person in the Borough. This includes emissions from domestic housing, road transport, industry and commerce and public sector organisations. The Council is now building on the Action Plan and preparing a longer-term Carbon Reduction and Climate Adaptation (CRACA) Plan to guide it towards achieving targets in the Climate Change Bill. In 2005, the Council helped establish the Tees Valley Climate Change Partnership and in 2006, all the Tees Valley councils agreed to adopt Middlesbrough's model and targets across the Tees Valley. The Council's Corporate Sustainability Policy sets out how Middlesbrough will become a more sustainable community, following the five guiding principles for sustainable development in the Government's Sustainable Development Strategy. These are as follows

- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly
- Living within environmental limits
- Ensuring a strong, healthy and just society.

By working in partnership Middlesbrough has made some significant achievements towards tackling climate change including:

- demonstration of various new and renewable energy technologies;
- climate change integrated into educational initiatives, including Eco-Schools;
- distribution of over 4,000 compost bins, 80% of which are still in use; and
- more than £1.7 million worth of Warmfront grants for domestic energy.

In 2008 Middlesbrough was awarded Beacon status for its work in tackling climate change, the only unitary council to be recognised in this way.

How this plan will be monitored and reviewed

The Strategic Plan will be performance managed via the Council's performance management framework.

The framework has a high level of accountability structured in, and provides for both Executive and Scrutiny member involvement at key stages in the annual cycle. LSP performance management has been developed increasingly along similar lines to the Council's processes, for example with the introduction of accountability sessions for each action group chair, which also incorporates an element of Council scrutiny via the Chair of the Council's Overview and Scrutiny Board. The following table gives a summary of the current elements of the performance management framework.

Time	Activity	Main purpose of activity
August to September	Quarter 1 Performance Clinics	Detailed performance monitoring of key performance information (performance indicators, planned actions, reviews, risks and actions identified at previous clinic).
	Integrated Clinics	Member-led challenge – strategic level regarding progress in delivering priorities within budget.
November to December	Quarter 2 Performance Clinics	Detailed monitoring of key performance information (performance indicators, planned actions, reviews, risks and actions identified at previous clinic). Identification of emerging priorities.
	Quarter 2 Budget Clinics	Detailed budget monitoring. This clinic includes a review of last financial year's outturn.
	Integrated Clinics	Member-led challenge – strategic level regarding progress in delivering priorities within budget
January	MTFP consulted	Consultation on medium-term financial plan and budget setting.
December	LSP Accountability Clinics	Review of progress against LSP priorities and LAA targets information fed into Council's performance management process.
February	Quarter 3 Performance Clinics	Review and evaluation of performance to feed into next year's priorities and targets.
	Quarter 3 Budget Clinics	Detailed budget monitoring and consideration of next year's budget.
	Service Planning	Service Plan Review Boards – review of draft service plans by Corporate Team, to check they meet the minimum standards.
March	LAA Review and Refresh Process	
April		Strategic Plan and service plans available
May / June	Quarter 4 Performance Clinics	Evaluation of progress against targets and priorities feeding into a final review of targets and priorities set (during service planning).
June/ July	LSP Accountability Sessions	Information on progress and any changes to priorities fed into the relevant Council area

The Plan will be reviewed and republished on an annual basis in line with the key drivers outlined above.

Audit and inspection

Comprehensive Area Assessment

Following an extensive period of consultation and development, the Joint Inspectorates[5] published the Final Framework for CAA on 10 February 2009. CAA succeeds Comprehensive Performance Assessment (CPA) as the inspection and assessment framework for local authorities, and will be operational from April 2009.

CAA is a key component of the new national performance framework for local authorities and their partners. It has been developed to work with the new Local Area Agreements and the National Indicator Set as part of a single system. It links to new performance frameworks for the police, the Assessment of Police and Community Safety (APACS) and to the assessments of the new Care Quality Commission, which is replacing the Commission for Social Care Inspection (CSCI) and the Healthcare Commission.

CAA is designed to connect inspection and assessment activity across local government and key partners. It will be a joint assessment made by key inspectorates on the performance of local authorities and their partners, how well they are working together, and how likely they are to meet local priorities for improvement.

CAA will comprise two separate but connected elements. The Area Assessment will consider outcomes for the local area as a whole. The Organisational Assessment will consider key partner organisations individually.

Area Assessment

Using the Sustainable Community Strategy and the Local Area Agreement as a starting point, the Area Assessment will focus on three overarching questions:

i. How well do local priorities express community needs and aspirations?
ii. How well are the outcomes and improvements needed being delivered?
iii. What are the prospects for future improvements?

How well do local priorities express community needs and aspirations?
This is an assessment of how well local partners understand, engage with and involve local communities in identifying, developing and monitoring the achievement of priorities for the area.

How well are the outcomes and improvements needed being delivered?
This is an assessment of current and recent performance against the Sustainable Community Strategy and the LAA priorities. Issues that are not priorities may be considered and discussed if the evidence raises concerns. It will include an assessment of whether data masks inequality for areas or groups, and whether priorities need to be reviewed in the light of recent changes, such as the current recession.

What are the prospects for future improvement?
This assessment focuses on effective partnership working. Assessing partnership working will make use of evidence from all inspectorates. Additional inspection will only happen if there are serious concerns about governance or delivery. The Final Framework document is very clear that this last question is the primary

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[5] The Audit Commission, the Commission for Social Care Inspection, the Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted.

focus and so the most important of the three questions. The question three assessment will be informed by the evidence gathered and conclusions drawn under questions one and two.

The Area Assessment has four crosscutting themes:

- Sustainability
- Tackling inequality, disadvantage and discrimination
- People whose circumstances make them vulnerable
- Value for money.

There will be no overall score for the Area Assessment. It will be reported as a narrative accompanied by green and red flags. There are no set criteria or quotas for flags.

Green flags will highlight exceptional performance, outstanding improvement or innovative practice. There is no right of appeal if a green flag is not awarded.

Red flags will highlight significant concerns around a range of issues, such as where:

- performance is poor, slipping or not improving;
- service or outcome standards are unacceptable;
- improvement is not on track to achieve a target;
- locally agreed priorities do not reflect evident and pressing need;
- insufficient account is being taken of inequality; and
- insufficient account is being taken of people whose circumstances make them vulnerable or who are at risk of avoidable harm.

The Area Assessment will identify both micro and macro issues, such as inequalities within an area and issues that are sub-regional or national. For issues such as the recession, the focus will be on joint working in the local area to mitigate the impact of an international event, rather than simply flagging up obvious impacts.

CAA will build a fuller picture of each area over time and the inspectorates will not cover everything each year. Red and Green flags will be kept under review and will be removed from reports when they are no longer relevant, normally when the next CAA assessments are published.

Organisational Assessment

The approach to Organisational Assessment will be similar across all partners inspected, including local authorities, PCTs, police and fire and rescue services.

Organisational Assessment will be derived from the revised *use of resources* assessment and an additional *managing performance* theme. It will be assessed against a Key Lines of Enquiry (KLoE) document comprising four themes:

Managing finances.	**Use of resources**
Governing the business.	
Managing resources.	
Managing performance.	**Managing performance**

A single Organisational Assessment score from 1 (performs poorly) to 4 (performs excellently) will be calculated by combining the value for money in the uses of resources score with the managing performance score, as set out in the table below. Scores will be affected by relevant green and red flags in the area assessment and will not be automatic - the inspectorates will use professional discretion to decide in some cases.

		Managing performance			
	Scores	1	2	3	4
Use of resources	1	1	1	1	1
	2	1	2	2 or 3	2 or 3
	3	1	2 or 3	3	3 or 4
	4	1	2 or 3	3 or 4	4

Each local authority Organisational Assessment will contain an explicit statement on the performance of key council services. Ofsted and the Care Quality Commission have published separate documents on how they will feed into Area and Organisational Assessments in line with their statutory responsibilities for assessing the performance of children and young people's services and adult social care.

Gathering and provision of evidence

In forming judgements, the inspectorates will consider a wide range of evidence, including:

- the National Indicator Set;
- evidence from inspection and regulation;
- key local documentation (SCS, LAA, statutory plans and assessments);
- local performance information and self-assessment;
- the views of local people and other stakeholders; and
- the views of other agencies (e.g. Government Office, REIP, SHA and the Homes and Communities Agency).

Each area has a CAA Lead (CAAL); the CAAL's role is to co-ordinate local assessments. Documentary evidence will be collated through the inspectorates' joint assessment system. This and knowledge gained through routine dealings with the Council and its partners will inform the Area and Organisational Assessments.

The first formal reporting of the area and organisational assessments will be in November 2009. Both assessments will be reported on a dedicated website with links to other assessments for the area such as schools and care services inspections. Reports will not ordinarily be amended until the following year.

Inspection programmes

The inspectorates are committed to work with Government Offices, Regional Improvement and Efficiency Partnerships and Joint Improvement Partnerships to ensure that inspection planning is coordinated with wider improvement planning for the area.

A 'gatekeeper' has been appointed for each of the main sectors to coordinate inspections, reduce the burden and focus inspection where it is needed most. A yearly inspection plan will be published on the CAA website, except in the case of short or no-notice inspections

The only rolling programmes of inspection that have been agreed by Government to date are for safeguarding children and youth offending.

Inspections can be triggered by a range of things, from poor performance to direction from the Secretary of State. Red flags may be a trigger for inspection, but only if that would be the most appropriate response. In this way, inspections will remain proportionate to the performance and needs of local authorities.

The Council's approach to CAA

CAA will measure the outcomes achieved by the Council and its partners.

The Middlesbrough Partnership and partners including the Council have effectively aligned their respective performance frameworks to ensure that their contributions to themes and targets of the Sustainable Community Strategy are clear.

Corporately the Council has reviewed its key documents, including the Strategic Plan, and its performance monitoring arrangements to ensure that they are fit for purpose under the new performance framework.

The local approach to the new framework will continue to evolve, with further work being undertaken this year to enhance the Partnership's knowledge of local communities and to further improve links between partners' action planning.

Delivering the priorities for improvement – progress and future plans

Summary of overall performance

Comprehensive Performance Assessment 2008

CPA 2008, published on 5 March 2009, is the last set of CPA scores. From 1 April 2009, the new national framework, Comprehensive Area Assessment, will be utilised.

Middlesbrough Council remains amongst the very top performing local authorities in the country under the CPA framework. It is one of 62 4-star councils nationally, and one of only 26 local authorities to achieve both *Improving Strongly* in the Direction of Travel assessment and 4 stars overall.

In addition, the Council is one of only 11 local authorities nationally to achieve:

- *Improving Strongly* in its Direction of Travel assessment
- 4 stars overall
- a score of 4 for its Corporate Assessment
- a score of 4 for its Use of Resources.

It is the only council in the North East region to achieve this set of maximum scores and is the most deprived local authority area in the country to do so,

2008 is the first time that the Council achieved the maximum score of 4 in the Use of Resources assessment, having scored 3 in each of the three years from 2005 to 2007. It is one of 33 local authorities nationally to score 4 in Use of Resources.

Use of Resources theme	2008 score	2007 score	Trend
Financial reporting	3	3	⇔
Financial management	4	3	⇑
Financial standing	4	3	⇑
Internal control	3	3	⇔
Value for money	3	3	⇔
Overall score	4	3	⇑

The Council's 2008 service assessment scores are unchanged from 2007, and are as follows:

Level	Service area	2005	2006	2007	2008
1	Children and young people	3	3	3	3
	Social care	3	3	4	4
2	Benefits	3	3	4	4
	Culture	3	3	3	3
	Environment	3	3	3	3
	Housing	2	4	4	4

The Council prepared a post-CPA improvement plan to address issued identified through the Corporate Assessment and Use of Resources Assessment. The majority of improvement actions have now been completed, with those few outstanding allocated to service plans for completion in 2009/10.

Middlesbrough Local Area Agreement

Note: Summary of LAA performance in 2008/09 and detail changes made during refresh process to be included here.

Performance trends 2007/2008 – 2008/09

Note: Summary of overall performance trends, including comparisons and performance against targets to be included here.

Resident satisfaction

Note: Summary of resident satisfaction, including information from the Place Survey to be included here.

The following sections set out in detail progress against targets by theme over the last year, and plans for 2009/10 and beyond.

Creating stronger communities

Overarching vision and aims

The overarching vision for strong communities in Middlesbrough is as follows:

The Middlesbrough Partnership's aim for Middlesbrough is to be a place where people who live and work in Middlesbrough have a real sense of belonging. A stronger community is a community that promotes community cohesion and increases voluntary and community engagement, especially amongst those at risk of social exclusion.

Strategic priorities

The strategic priorities of the 'Creating stronger communities' theme are:

Priority	Rationale
Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery.	All local partners share a commitment to engage with local communities in order to ensure that priorities are in line with local views, services are meeting local need (and consequently improving value for money), and to contribute to improved communication and increased social capital. The network of Community Councils and Clusters provides an established mechanism for residents to become involved in the life of their town. Middlesbrough has a comparatively high proportion of local people who consider that they influence local decisions, but this can be improved further to strengthen local communities, in line with the current national agenda and the new duty to involve.
Improve the quality of life for people in disadvantaged communities, with service providers being more responsive to diverse needs.	Middlesbrough is the ninth most deprived local authority area in England, with 13 of the town's 23 wards within the 10% most deprived nationally across a range of factors. Narrowing the gap between the most disadvantaged neighbourhoods and the rest of Middlesbrough remains a key priority, using measures such as the Working Neighbourhood Fund through a range of targeted initiatives to tackle disadvantage, ensure community cohesion and improve access to services in line with identified needs.
Support the development of an increasingly robust, optimistic and effective Voluntary and Community Sector.	Middlesbrough's Voluntary and Community Sector (VCS) comprises an estimated 900 voluntary and community organisations, from local branches of national and regional agencies to local charities and small resident-led groups, working on a range of issues including social care, child protection and leisure. As well as direct provision of services, they also provide support to local people to take an active part in the life of the town as volunteers and activists. Over 9,500 volunteers contribute more than four million hours of unpaid work to their local community every year. Much of the work of the VCS is aimed at involving people who might not take part in more formal activity. Middlesbrough recognises the importance of a strong infrastructure in fostering a vibrant voluntary and community sector contributing to strong communities within the town.

Priority	Rationale
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.	Participating in cultural and arts activities can contribute to improving confidence and self esteem; raising aspirations; increasing or learning new skills; diverting young people at risk from crime; identify and build common interests in geographical areas and between groups, and contribute to community cohesion. As such they can play a key role in delivering the Strong communities agenda within the town, linking to major cultural initiatives.

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery.							
	NI2	The percentage of people who feel that they belong to their neighbourhood.	60.7%	None set	None available	Not measured	63%
	NI3	Percentage of people involved in Civic participation in the local area.	13.3%	None set	None available	Not measured	TBC
◆	NI4	Percentage of people who feel they can influence decisions in their locality.	36.1%	None set	Top quartile 2006/2007	Not measured	39.7%
Improve the quality of life for people in disadvantaged communities, with service providers being more responsive to diverse needs.							
◆	NI1	Percentage of people who believe people from different backgrounds get on well together in their local area.	70.8%	None set	Bottom quartile 2006/2007	Not measured	74.8%
	NI5	Percentage of people who are satisfied with the local area.	73.6%	None set	Nat. av.=73% 2006/2007	Not measured	75.7%
Support the development of an increasingly robust, optimistic and effective Voluntary and Community Sector.							
◆	NI6	Percentage of people who are participating in regular volunteering.	16.1%	None set	None available	Not measured	19.7%
◆	NI7	Percentage contribution that is made to an environment in which independent third sector organisations can operate successfully.	17.7%	None set	Nat. av.=16.2% 2008/2009	Not measured	24.3%
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.							
	NI9	Percentage of people using public libraries.	49.8%	None set	Nat. av.=48.5% 2008/2009	52.9%	55.9%
	NI10	Percentage of people visiting museums or galleries.	50.8%	None set	Nat. av.=53.8% 2008/2009	53.9%	57%

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
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.							
◆	NI11	Percentage of people engaging in the Arts.	35.3%	None set	Nat. av.=45.2% 2008/2009	38.1%	41.1%

Local delivery arrangements

The vision for creating stronger communities in Middlesbrough relies on the active participation of a wide range of individuals and organisations, and will build on the contributions of volunteers as well as service providers.

The Middlesbrough Partnership's Stronger Communities Action Group oversees this theme at the partnership level, and is developing a multi-agency work programme designed to:

- improve community engagement and participation;
- increase community cohesion;
- improve the effectiveness of the Voluntary Community Sector; and
- increase local involvement in cultural activities.

The local voluntary and community sector (VCS) comprises an estimated 900 voluntary and community organisations, from local branches of national and regional agencies to local charities and small resident-led groups, working on a range of issues including social care, child protection and leisure. Middlesbrough Community Network (MCN) ensures that the sector is able to support the development and implementation of local policy. The MCN includes the Middlesbrough Black and Minority Ethnic (BME) Network and Middlesbrough Council of Faiths. Middlesbrough Voluntary Development Agency (MVDA) is the Primary Infrastructure Organisation (PIO) for the VCS in Middlesbrough. Its role is to support, promote and develop local voluntary and community action.

Large-scale neighbourhood management programmes such as STEM (Stronger Together in East Middlesbrough) and West Middlesbrough Neighbourhood Trust have worked in specific areas to improve quality of life and encourage local people to get involved in the future of their community.

The network of Community Councils and Clusters provides an established mechanism for residents to become involved in the life of their town.

Culture, arts and learning play a significant role in Middlesbrough. Large-scale events like *Music Live* provide a focus for community life, as well as promoting the town across the region. The annual Mela celebrates the contributions made by a wide range of communities to the life of the town, attracting up to 30,000 people. The Urban Farming project provides new opportunities for local people to get involved with their local community. *Supergay*, a festival celebrating lesbian, gay, bisexual and transsexual community life, was held in Middlesbrough for the first time in 2007, and is now planned to be an annual event.

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

The Council makes a major contribution to this theme through major regeneration activity (with a specific focus on culture), neighbourhood renewal, neighbourhood engagement and community cohesion initiatives (including the management of Community Councils), and supporting the Voluntary and Community Sector.

The Regeneration and Children, Families and Learning Departments lead on the 'Creating stronger communities' theme within the Council. The Council's progress in delivering its contribution to this theme in the last year is set out below.

Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery.

- Worked with Community Councils and Neighbourhood Management Steering Groups to increase resident attendance.
- Supported four meetings of the Middlesbrough Cohesion Partnership.

Improve the quality of life for people in disadvantaged communities, with service providers being more responsive to diverse needs.

To be included

Support the development of an increasingly robust, optimistic and effective Voluntary and Community Sector.

- Worked with the local Voluntary and Community Sector to explore its involvement in the provision of Social Care services.
- Agreed to support the provision of a volunteer bureau through MVDA.

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.

- Over 9,000 children participated in organised school visits to mima.
- Used mima gardens as outdoor theatre space for the first time, with Peter Pan by Heartbreak Productions successful in bringing in families with young children.
- Established the Tees Valley Dance Academy at Holmwood School.
- Signed up 700 people to the challenge of reading six books in five months, with over 400 people completing the challenge.
- 1,500 children took part in the 2008 summer reading challenge, based around the Olympics theme.
- Around 7,500 people took part in the National Year of Reading; a series of events throughout the year, which included national and international authors visiting to entertain and inspire the people of Middlesbrough.
- Distributed 5,000 copies of this year's Quick Reads (launched on World Book Day) across Middlesbrough.

Action Plan 2009/2010

Ref	Action	Deadline	PI links
Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery.			
RG01	Facilitate and support a varied range of 40 local formal consultation/engagement forums, such as Community Councils and Estate Walkabouts, which provide residents with varied, accessible opportunities to address local issues and influence service delivery.	Mar. 2010	NI1-5
RG02	Facilitate 10 town-wide opportunities for involvement in practical projects/community benefit schemes locally, such as environmental improvement projects to provide residents with a means of engaging with agencies and influencing service provision.	Mar. 2010	
RG03	Facilitate eight town-wide events/activities, such as Harvest Festival and Summer Fete, focused on celebrating community life and engendering community spirit.	Mar. 2010	
RG04	Develop four new volunteering opportunities locally to enhance the volunteer's individual involvement/capacity, and increase the provider's resources.	Mar. 2010	NI6
CS01	Ensure an effective framework for consultation and engagement is in place across the Middlesbrough Partnership.	Mar. 2010	NI1-5

Ref	Action	Deadline	PI links
Improve the quality of life for people in disadvantaged communities, with service providers being more responsive to diverse needs.			
RG05	Facilitate projects/events/initiatives, such as art projects, environmental improvement schemes and seasonal events that bring together people from different backgrounds: cultural, generational, and socio-economic.	Mar. 2010	N1 NI2 NI5
RG06	In consultation with residents and services develop, implement and monitor Neighbourhood Action Plans in 14 priority Neighbourhood Management areas to identify local priorities and detail multi-agency responses.	Mar. 2010	NI1-5
RG07	Work with partners including Cleveland Police to develop a strategy and joint action plan for *Prevent* (the Government's strategy for Preventing Violent Extremism), with particular reference to the 'increasing community resilience to violent extremism' strand.	Sept. 2010	NI1-5 NI35

Ref	Action	Deadline	PI links
Improve the quality of life for people in disadvantaged communities, with service providers being more responsive to diverse needs.			
RG08	Seek to spend 90% of Working Neighbourhood Fund (WNF) expenditure in order to narrow the gap in key indicators in well-being between disadvantaged communities and the rest of Middlesbrough.	Mar. 2010	NI1-5

Support the development of an increasingly robust, optimistic and effective Voluntary and Community Sector.			
Ref	**Action**	**Deadline**	**PI links**
RG09 CF01	Develop a strategy to support the creation of an environment for a thriving third sector.	Mar. 2010	NI6
CF02	Evaluate the effectiveness of the Middlesbrough Compact.	Mar. 2010	NI7

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.			
Ref	**Action**	**Deadline**	**PI links**
RG09	Provide a programme of library events, such as the Summer Reading Scheme and a series of multi-sensory story sessions for children with disabilities, to encourage community participation to maintain visitor numbers at 656,000.	Mar. 2010	NI9
RG10	Ensure the sustainability of the service by achieving external funding leverage of 60% against Cultural Services' budget by maintaining awareness of funding opportunities and working with partners to form agreements.	Mar. 2010	NI10 NI11
RG11	Achieve 230,000 attendances at arts activities, events and programmes, by delivering key marketing activities and ensuring local ownership of events and showcasing local talent, reducing subsidy per head by 0.02p from the baseline of £1.80.	Mar. 2010	

Creating safer communities

Overarching vision and aims

The overarching vision for safer communities in Middlesbrough is as follows:

Middlesbrough's people will feel safe. Middlesbrough Partnership aims to do this by reducing crime and anti-social behaviour, improving community safety and ensuring that the local community is reassured and confident that their concerns and fears are being addressed.

Strategic priorities

According to the Middlesbrough Town-wide Survey (2007), the majority of residents feel safe living in Middlesbrough. This is reflected by the fact that during the three years 2004/2005-2007/2008, crime in Middlesbrough reduced by 15%, with 4,639 fewer victims. Despite these improvements, significant challenges around crime and anti-social behaviour remain, as Middlesbrough is still perceived to be a relatively high crime area. This is linked to significant levels of deprivation as well as drug and alcohol misuse.

As identified in the 2007 Strategic Assessment 2007, the strategic priorities of the 'Creating safer communities' theme are:

Priority	Rationale
Divert young people away from crime and Anti-Social Behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.	In Middlesbrough, those aged 18-24 years are the most vulnerable and are more likely to be offenders and at a greater risk of becoming victims of crime. 'Young people hanging around' and 'activities for teenagers' are major concerns for the adult population of the town.
Reduce re-offending.	A significant proportion of crime is committed by a small number of priority and prolific offenders; tackling this cohort effectively will impact greatly on the overall crime rate.
Reduce repeat victimisation.	Repeat victims from vulnerable groups and areas experienced 15.3% of crime in 2007/2008 in Middlesbrough.
Town centre safety.	In 2007/2008, 21% of recorded crime occurred in the town centre, an area covering less than 2% of the town. Both day and night-time economies in the town centre are key influencing factors behind the disproportionate levels of crime. Regeneration plans for Middlesbrough town centre will significantly increase in the numbers of people living, visiting and working town centre, bringing a risk of increased crime.
Neighbourhood safety.	Disadvantaged communities suffer higher levels of crime, particularly acquisitive crime and criminal damage, and the impact on victims can be made worse by the resulting financial costs. The Strategic Assessment assists in the identification of priority neighbourhoods and ensures a coordinated response to local issues.

The Mayor's agenda

Four of the Mayor's reduction priorities are supported by the 'Creating Safer Communities' theme:

- reduce overall crime
- reduce household burglaries
- reduce vehicle crime
- reduce anti-social behaviour.

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Divert young people away from crime and Anti-Social Behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.							
◆	NI15	Serious violent crime rate per 1,000 population.	0.7(e)	1.03	None available	0.67	0.65
◆	NI16	Serious acquisitive crime rate per 1,000 population.	23.15	28.37	None available	27.74	26.79
◆	NI17	Perceptions of anti-social behaviour.	26.9%	None set	None available	Not measured	23.9%
◆	NI20	Assault with injury crime rate per 1,000 population.	11.80	11.76	None available	10.8	10.24
	NI21	Dealing with local concerns about anti-social behaviour and crime by the local council and police.	28.1%	None set	None available	Not measured	TBC
	NI22	Perceptions of parents taking responsibility for the behaviour of their children in the area.	25.3%	None set			TBC
◆	NI33	Number of deliberate (i) primary and (ii) secondary fires per 10,000 population	95.3	137.7	None available	129.4	121.6
◆	NI33a	Arson incidents (per 10,000 population): Primary fires.	15.3	21.3	None available	20 (278)	TBC
◆	NI33b	Arson incidents (per 10,000 population): Secondary fires.	80	116.0	None available	109 (1512)	TBC
◆	NI38	Drug-related (Class A) offending rate. Deferred until 2009/10.	Not measured	None set	None available	TBC	TBC
	NI41	Perceptions of drunk or rowdy behaviour as a problem.	34.1%	None set	None available	Not measured	TBC
	NI42	Perceptions of drug use or drug dealing as a problem.	38.3%	None set	None available	Not measured	TBC
	NI43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody.	5.73%	5%	None available	TBC	TBC

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Divert young people away from crime and Anti-Social Behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.							
	NI44	Ethnic composition of offenders on Youth Justice System disposals.	??	??	None available	??	??
	NI45	Young offenders engagement in suitable education, employment or training.	78.37%	90%	None available	TBC	TBC
Reduce re-offending.							
◆	NI18	Adult re-offending rates for those under probation supervision.	15.81% (Teesside)	13.4 (Teesside)	TBC	15.19% (Teesside)	14.58% (Teesside)
◆	NI19	Rate of proven re-offending by young offenders.	1.64	1.64	None available	1.59	1.53
◆	NI30	Re-offending rate of prolific and priority offenders.	??	-20%	None available	-18%	??
Reduce repeat victimization.							
	NI34	Rate per 1,000 population of murder/manslaughter cases where the relationship between victim and suspect include (ex) spouse or (ex) partner.	0	None set	None available	0	0
	BV225	Actions against domestic violence.	90.9%	90.9%	None available	90.9%	90.9%
Town centre safety							
Specific PIs to be considered							
Neighbourhood safety.							
	NI23	Perceptions that people in the area treat one another with respect and consideration.	39.4%	None set	None available	Not measured	??
	NI27	Understanding of local concerns about anti-social behaviour and crime by the local council and police.	29.3%	None set	None available	Not measured	TBC

Local delivery arrangements

The Safer Middlesbrough Partnership (SMP) oversees this theme. The aim of the SMP 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 business can thrive'.

As part of its Community Safety Plan 2008-2011, the SMP has developed a thematic work programme focused on the achievement of the strategic priorities. The programme includes a balance of approaches including collaborative activity, enforcement, prevention, risk reduction, reassurance, and specific responses that can better control offenders, reduce vulnerability and improve the management of places.

To help in the planning and delivery of its priorities, the SMP uses three distinct approaches:

1. A weekly meeting, termed Active Intelligence Mapping, is responsible for the deployment of partnership resources to tackle priority problems promptly.

2. Geographically based Problem Solving Groups meet on a monthly basis and enable partners to provide a joined-up approach to tackle priority repeat problems.

3. Strategic theme groups have been formed to provide a town-wide approach for tackling specialist themes, including domestic violence, prostitution, race crime and harassment, alcohol, reducing the supply of illegal drugs, reducing crime and reducing anti-social behaviour.

This structure enables the partnership to respond to problems in the short, medium and long terms. During the term of the current LAA, the responsible authorities will continue to support all the elements of the Prolific and Persistent Offender (PPO) programme to reduce crime, and further align the PPO scheme with the Drugs Intervention Programme (DIP). In addition, the SMP and the Children's Trust will work closely together to develop processes and interventions that focus on tackling social exclusion amongst young people, in order to prevent and deter young people from becoming involved in crime and anti-social behaviour. A particular focus will be given to the co-ordination of activities aimed at tackling the problem of young people misusing alcohol.

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

The police, probation services and the Children's Trust are the major contributors to this theme. The Council's contribution to this theme is through liaison with the SMP and police, CCTV, licensing, environmental management, neighbourhood working and working with young people to divert and protect them from crime and anti-social behaviour. This work is undertaken as part of the overall approach determined by the SMP.

The Environment Department leads on the 'Creating safer communities' theme within the Council.

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

Divert young people away from crime and Anti-Social Behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.

- Increased the range of positive activities and support available to young people through the Targeted Youth Support programme.
- Completed a Problem Profile on young people's offending.
- Young Peoples Group and Children and Young Persons Support Panel merged.
- Behaviour partnerships in place in four secondary schools to tackle poor behaviour and persistent absence.
- Programme for tackling underage drinking and responsible drinking by young people.
- 15,000 school children educated on the effects of anti-social behaviour.

Reduce re-offending.

- A new Care Co-ordination Model in place to support the DIP and PPO Schemes.
- A Reducing Re-offending Steering Group established.
- Improved arrangements for information sharing and data analysis around repeat offending; a process for consulting with offenders in prison and on statutory orders is established.

Reduce repeat victimisation.

- Provided additional support to people identified as being a repeat victim; 26 Multi-agency Risk Assessment Conferences (MARACs) to deal with high-risk domestic violence cases facilitated. 194 cases have been referred to the MARAC by the end of March 2009 with 97 being reviewed by the MARAC on a previous occasion within the previous 12 months.
- Made it more difficult for criminals to sell stolen goods; two promotional campaigns to target the owners of stolen products complete

Town centre safety.

- A Problem Profile for town centre crime and anti-social behaviour prepared.
- Established a fifth problem-solving group focusing on town centre operational issues reviewed.
- The Town Centre Partnership taking the strategic lead in delivering the Town Centre Safety Strategic Priority negotiated.
- Established new, intelligence-driven, CCTV monitoring practices; a CCTV Steering Group is now established.
- An 'On licence' and an 'Off Licence' Forum held each quarter.
- A good management guide for licensed premises produced and 40 licensed businesses trained.
- "Best Bar None" event held.
- 220 planned licensed premises visits completed
- Four geographically based PSGs operating to tackle high volumes of crime and anti-social behaviour; 48 PSG meetings held.
- 12 Problem Profiles completed.
- Assessed the feasibility of rolling out the Criminal Justice Initiative in Gresham, University, Clairville and Hemlington Wards; Criminal Justice Initiative feasibility study completed.

Neighbourhood safety.

- Developed a plan to roll out Operation Cleansweep over a three-year period to cover every ward in Middlesbrough.
- Improved contract arrangements for the recovery and storage of abandoned and/or nuisance vehicles.
- Worked with partners to ensure that parents take responsibility for the behaviour of their children; Neighbourhood Safety referred 12 families to the Middlesbrough Families Project (FIP). In 2008/09 Middlesbrough FIP worked with 26 challenging families overall, reducing ASB by 67%
- Increased the number of referrals to the Community Payback Scheme and developed links with the Youth Offending Service's restorative justice scheme to ensure that reparations are carried out in areas of need; 30 'hot spot' locations referred to Community Payback and YOS.
- Ran 16 exercises with the police in relation to age-restricted sales; 16 projects, including ten related to underage alcohol sales.
- Extended Residents on Patrol, encouraging volunteers to become more actively involved in environmental projects; coverage of Residents on Patrol increased from seven to ten wards. During 2008/09 198 walks have taken place, resulting in 1,212 defects being reported and actioned.
- Developed the communications strategy for the Communi-K messaging service and extended the service to cover Police Neighbourhood Watch messages; 35,775 Communi-K messages delivered to residents with an additional 731 volunteers recruited.
- Deployed the neighbourhood safety trailer to highlight community safety actions taken in specific "hotspot" areas; 60 geographical locations visited.
- Distributed Neighbourhood Safety bulletins to all households and businesses to inform residents about what is being done to tackle anti-social behaviour; evaluation of the bulletin's impact also conducted through the Voiceover Survey.

Action plan 2009/2010

Ref	Action	Deadline	PI links
Divert young people away from crime and Anti-Social Behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.			
EN01	Implement Operation 'Stay Safe' which involves the police removing vulnerable young people from the streets and taking them to a place of safety where they will be offered advice and support from the Children, Families and Learning Department.	May 2010	
EN02	Provide a targeted mobile service through Street Based Teams to engage with over 500 young people at risk of being involved in crime and ASB.	May 2010	
EN03	Work with police to implement after school police patrols on key dates during the year.	May 2010	
EN04	Deploy Youth Offending Team workers within police custody suites in order to ensure the swift provision of support to young people.	Jun. 2009	
EN05	Provide reparation activities and behaviour programmes during leisure time, particularly Friday and Saturday evenings.	Mar. 2010	
EN06	Develop the Common Assessment Framework to deliver the 'Think Family' approach, which involves working with whole families to address crime and ASB issues.	Oct. 2009	NI15-17 NI20-22 NI33 NI38 NI41-45
EN07	Deliver a Youth Crime Family Intervention Programme, which provides support for the whole family in circumstances where a parent is a high crime-causing offender.	Jul. 2009	
EN08	Explore with partners the potential to introduce an effective pre-reprimand disposal based around the Common Assessment Framework in order to reduce the number of first time entrants into the criminal justice system.	Mar. 2010	
EN09	Open the Youth Zone facility at Southlands Leisure Centre.	May 2009	
EN10	Expand the Families Intervention Project using Home Office funding to develop the Child Poverty Project, focussing on worklessness, education, employment and training, and Intensive Intervention Project, focussing on providing support to young people aged 10-19 years.	Jul. 2009	
EN11	Refer suitable young people to Youth Taskforce Funded Projects offering intensive support i.e. Challenge & Support, Intensive Intervention & Child Poverty.	Mar. 2010	

Divert young people away from crime and Anti-Social Behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.			
Ref	**Action**	**Deadline**	**PI links**
EN12	Strengthen links with Youth Services – Appointment of an officer from the Neighbourhood Safety Team to undertake Duke of Edinburgh Award scheme training to enhance young people's prospects of gaining accredited training and experience.	Jul. 2009	

Reduce re-offending.			
Ref	**Action**	**Deadline**	**PI links**
EN13	Introduce an Integrated Offender Management (IOM) programme, to increase focus on High Crime Causing Offenders (HCCOs).	Sep. 2009	NI18-19 NI30

Reduce repeat victimisation.			
Ref	**Action**	**Deadline**	**PI links**
EN14	Develop processes to prevent Domestic Violence victimisation and repeat victimisation by supporting the mechanisms in place such as the Domestic Violence Theme Group, Multi-Agency Risk Assessment Conference (MARAC), Specialist Domestic Violence Court, Independent Domestic Violence Advisors, the Domestic Violence Sanctuary Scheme and the SAFE Men's Perpetrator Programme.	Jun. 2009	NI34 BV225

Town centre safety.			
Ref	**Action**	**Deadline**	**PI links**
EN15	Develop the 'Cardiff++ Model' to provide a more accurate picture of alcohol-related violence in the town centre, and work with partners on the issues identified.	Mar. 2010	NI15-17 NI20-22 NI38 NI41-42
EN16	Continue to work with both off and on licensed premises including communicating with both through regular forums.	Mar. 2010	
EN17	Continue to develop the 'Best Bar None' scheme, and work with premises to encourage participation.	Feb. 2010	
EN18	Use PSG 5 to focus on key issues of crime and ASB as determined by the Problem profile, and ensure prevention, support and enforcement processes are used.	Mar. 2010	
EN19	Ensure new CCTV contract is in place by March 2010.	Oct. 2009	
EN20	Ensure adequate and appropriate signage is in place to comply with relevant legislation.	Dec. 2009	

Town centre safety.			
Ref	Action	Deadline	PI links
EN21	Combat and reduce minor and environmental crime whilst promoting a cleaner and safer Middlesbrough.	Mar. 2010	
RG12	Complete audit of town centre safety and security at night.	Mar. 2010	

Neighbourhood safety.			
Ref	Action	Deadline	PI links
EN22	Deliver the Neighbourhood Crime and Justice agenda as per Home Office guidelines.	Mar. 2010	NI21-23 NI27
EN23	Implement the plan to roll out Operation Cleansweep over a three-year period.	Mar. 2011	
EN24	Investigate and remove nuisance, abandoned or untaxed vehicles.	Mar. 2010	
EN25	Carry out Residents On Patrol inspections and recruit additional volunteers.	Mar. 2010	
EN26	Provide regular feedback to members of the public via satisfaction surveys, press releases and resident meetings.	Mar. 2010	

Supporting children and young people

Overarching vision and aims

The overarching vision for children and young people in Middlesbrough is as follows:

Middlesbrough's continued prosperity is firmly linked to future achievements of its children and young people. To be successful as a town it must ensure that its children and young people are able to succeed. Middlesbrough needs to nurture and retain its young talent and, regardless of their background, young people should be able to enjoy their childhood and grow up in a safe environment prepares them fully for adult life.

Middlesbrough will therefore ensure its children and young people have the best possible start in life with access to opportunities that will help them develop to their full potential and contribute positively to the local community.

Strategic priorities

Approximately a quarter of Middlesbrough's population is aged 19 or under, a total of almost 35,000 young people. Young people in Middlesbrough are a more diverse group than the population overall - 16% of the school population are from BME communities and 7% of young people have some form of impairment or disability.

Many of the challenges faced by local children and young people are mirrored throughout the country. However, the levels of deprivation in Middlesbrough can make these challenges much more difficult - 31.7% of local children live in households that are dependent on means-tested benefits. This impacts upon attainment and aspiration locally. The percentage of young people leaving school with five A* - C GCSEs (including English and Maths), whilst improving, remains below the national average, with the performance of looked after children lagging significantly behind. Middlesbrough has had one of the highest rates for young people aged 16 – 18 who are not in education, employment or training (NEET), but this is now improving strongly. The rate of teenage conceptions remains a high priority.

The 'Supporting children and young people' theme aims to promote citizenship and raise the aspirations, hopes and confidence of young people. In December 2007 the government published its Children's Plan 'Building Brighter Futures', an ambitious ten-year strategy that aims to make this country the best place in the world for children and young people to grow up in. This builds upon the Every Child Matters agenda, which was introduced in 2003 that identified five key outcome priorities for children and young people.

Priority	Rationale
Be Healthy	Ensure good physical, mental, emotional and sexual health of children and young people.
Stay Safe	Ensure that children and young people are kept safe from deliberate, neglectful or accidental harm or exploitation.

Priority	Rationale
Enjoy and Achieve	Enable children to enjoy and fully participate at school and in registered childcare settings to achieve their full potential.
Make a Positive Contribution	Enable children and young people to contribute positively to their local community.
Achieve Economic Wellbeing	Ensure that children, young people and their families are equipped to continue into further education, employment or training.

Middlesbrough's Strategic Priorities reflect the local needs as well as the national priorities detailed in the government's ten-year children's plan.

The Mayor's agenda

The foundations of the Mayor's 'Raising Hope' Agenda include the education and care of young people.

Three of the Mayor's Reduction priorities are supported by the 'Supporting children and young people' theme. These are:

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

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Be healthy.							
	NI50	Emotional health of children.	65.3%	??	Nat. av. = 63.3% 2008/2009	TBC	TBC
	NI51	Effectiveness of child and adolescent mental health (CAMHs) services.	12	12	None available	13	13
	NI52	Take up of school lunches (a) primary school	62.5%	65.2%	None available	63%	63%
		Take up of school lunches (b) secondary school	32.7%	33%	None available	33%	33%
	NI55	Obesity among primary school age children in Reception.	11%	11%	Nat. av. =9.87% 2006/2007	11%	11%
◆	NI56	Obesity among primary school age children in Year 6.	24%	21%	Nat. av. =17.48% 2006/2007	22.50%	22.30%

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Be healthy.							
	NI57	Children and young people's participation in high-quality PE and sport – 2 hours within school.	??	90.0%	None available	TBC	TBC
		Children and young people's participation in high-quality PE and sport – 3 hours outside school. Deferred until 2009/10.	Not measured	None set	None available	TBC	TBC
	NI58	Emotional and behavioural health of looked after children.	??	??	None available	??	??
◆	NI112	Reduction in the Under 18 conception rate (1998 baseline).	TBC	-32%	Nat. av.= -10.65% 2007	-47% (2009)	-55% (2010)
◆	NI115	Substance misuse by young people.	9.2%	None set	Nat. av.=10.9% 2007/2008	9.1%	9.0%
Stay safe.							
◆	NI59	Percentage of initial assessments for children's social care carried out within 7 working days of referral.	78.1%	86.0%	Nat. av.=71% 2007/2008	90.0%	93.0%
	NI60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	84.7%	93.0%	Nat. av. =80% 2007/2008	TBC	TBC
	NI61	Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption.	75%	100%	Nat. av. =75% 2006/2007	TBC	TBC
	NI62	Stability of placements of looked after children: number of moves.	12.2%	10.0%	Nat. av. =11.4% 2007/2008	10.0%	10.0%
	NI63	Stability of placements of looked after children: length of placement.	72.5%	75.0%	Nat. av. =65.7% 2007/2008	TBC	TBC
	NI64	Child protection plans lasting 2 years or more.	0%	0%	Nat. av. =5% 2007/2008	TBC	TBC
	NI65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.	19.2%	10.2%	Nat. av.=14% 2007/2008	TBC	TBC
	NI66	Looked after children cases which were reviewed within required timescales.	79.1%	95.0%	Nat. av.=85.3% 2006/2007	TBC	TBC
	NI67	Percentage of child protection cases which were reviewed within required timescales.	100%	100%	Maximum level	100%	100%

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Stay safe.							
	NI68	Percentage of referrals to children's social care going on to initial assessment.	67.4%	70.0%	Nat. av.=59% 2007/2008	TBC	TBC
	NI69	Children who have experienced bullying.	52.8%	None set	Nat. av. =48% 2008/2009	TBC	TBC
	NI70	Rate per 1000 population. Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people.	220.8	217.1	Nat. av. =123.14 2006/2007	TBC	TBC
	NI71	Children who have run away from home/care overnight. Deferred until 2009/10.	Not measured	None set	None available	TBC	TBC
	BV163	Adoptions of looked after children.	9.2%	10.0%	None available	None set	None set
Enjoy and achieve.							
◆	NI72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.	36%	31.7%	Nat. av.=49% 2007/2008	34.9%	41.2%
◆	NI73	Achievement at level 4 or above in both English and Maths at Key Stage 2.	69%	73.0%	Nat. av.=72% 2007/2008	76.0%	76.0%
◆	NI75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths.	35.8%	38.0%	Nat. av.=47.6% 2007/2008	40.6%	40.6%
	NI76	Reduction in the number of schools where fewer than 65% of pupils achieve level 5 or above in both English and Maths at KS2.	5	12	TBC	3	3
	NI78	Reduction in the number of schools where fewer than 30% of pupils achieve 5 or more a8-d grades and equivalent including GCSE English and Maths.	4	0	TBC	0	0
◆	NI79	Achievement of a Level 2 qualification by the age of 19.	??	64.0%	Nat. av. =73.88% 2006/2007	68.0%	72.8%
	NI80	Achievement of a Level 3 qualification by the age of 19.	??	54.0%	Nat. av. =47.98% 2006/2007	TBC	TBC

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Enjoy and achieve.							
	NI81	Inequality gap in the achievement of a Level 3 qualification by the age of 19.	??	None set	Nat. av. =25.44% 2006/2007	TBC	TBC
	NI82	Inequality gap in the achievement of a Level 2 qualification by the age of 19.	??	None set	Nat. av. =25.21% 2006/2007	TBC	TBC
	NI84	Achievement of 2 or more A*-C grades in Science GCSEs or equivalent.	45.4%	42.0%	Nat. av.=50.2% 2007/2008	TBC	TBC
	NI85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths).	153	??	TBC	??	??
	NI86	Secondary schools judged as having good or outstanding standards of behaviour.	100%	77.8%	Maximum level	TBC	TBC
◆	NI87	Secondary school persistent absence rate.	7.9%	8.8%	Nat. av.=5.58% 2007/2008	7.5%	6.5%
	NI88	The percentage of schools providing access to the full core offer of extended services.	91%	90.0%	None available	95.0%	100%
	NI89	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category.	??	0.0%	TBC	??	??
	NI90	Take up of 14-19 learning diplomas.	0	0	None available	0	0
	NI91	Participation of 17 year-olds in education or training.	??	None set	Nat. av. =77.32% 2006	TBC	TBC
◆	NI92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.	42%	36.5%	Nat. av. =35.6% 2007/2008	36.0%	35.7%
◆	NI93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2.	80%	90%	Nat. av. =83.6% 2006/2007	94%	93%
◆	NI94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2.	74%	83.0%	Nat. av. =75.9% 2006/2007	89.0%	90%
◆	NI99	Children in care reaching level 4 in English at Key Stage 2.	??	50.0%	Nat. av. =45.9% 2006/2007	50.0%	57.1%
◆	NI100	Children in care reaching level 4 in Maths at Key Stage 2.	??	50.0%	TBC	50.0%	66.7%

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Enjoy and achieve.							
◆	NI101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths).	??	16.7%	None available	33.3%	23.1%
	NI102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2.	24.2%	None set	Nat. av.=24% 2006/2007	??	12.0%
	NI102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4.	22.1%	None set	Nat. av.=28% 2006/2007	??	21.6%
	NI103a	Percentage of final statements of Special Education Needs (SEN) issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year.	100%	None set	Maximum level	100%	100%
	NI103b	Percentage of final statements of SEN issued within 26 weeks as a proportion of all such statements issued in the year.	90.9%	None set	TBC	92%	93%
	NI104	The SEN/non-SEN gap – achieving Key Stage 2 English and Maths threshold.	52.9%	None set	Nat. av.=52% 2006/2007	TBC	TBC
	NI105	The SEN/non-SEN gap – achieving 5 A*-C GCSE including English and Maths.	37.2%	None set	Nat. av.=44.4% 2006/2007	TBC	TBC
	NI106	Young people from low-income backgrounds progressing to higher education.	??	None set	Nat. av. =19.41% 2005/2006	TBC	TBC
	NI107	Key Stage 2 attainment for Black and minority ethnic groups.	57.2%	None set	Nat. av.=71% 2006/2007	TBC	70.0%
	NI108	Key Stage 4 attainment for Black and minority ethnic groups.	37.5%	None set	Nat. av.=45.5% 2006/2007	TBC	40.0%
	NI109	Delivery of Sure Start Children Centres	92%	100%	None available	100%	100%
	BV38	GCSE 5+ at grades A* - C (LPSA 2).	61.5%	54.0%	Bottom quartile 2007/2008	None set	None set
	BV39	GCSE 5+ at grades A* to G inc. Eng & maths.	83.5%	87.0%	Bottom quartile 2007/2008	None set	None set
	BV40	Key Stage 2 Mathematics performance – Level 4.	76.0%	81.0%	2nd quartile 2007/2008	None set	None set
	BV41	Key Stage 2 English performance – Level 4.	79.0%	83.0%	3rd quartile 2007/2008	None set	None set
	BV43a	Statements of SEN issued - Excluding 'Exceptions'.	100%	100%	Maximum level	None set	None set

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Enjoy and achieve.							
	BV43b	Statements of SEN including 'exceptions'.	100%	100%	Maximum level	None set	None set
	BV45	Absence in secondary schools (LPSA 4A).	8.91%	8.73%	Bottom quartile 2007/2008	None set	None set
	BV46	Absence in primary schools (LPSA 4B).	5.59%	5.83%	Bottom quartile 2007/2008	None set	None set
	BV50	Educational qualifications of looked after children.	57%	65%	Not available	None set	None set
Make a positive contribution.							
◆	NI19	Rate of proven re-offending by young offenders.	1.64	1.64	Not available	1.59	1.53
	NI110	Percentage of young people participaing in any group activity led by an adult outside school lessons.	63.9%	None set	Nat. av.=69.5% 2008/2009	TBC	TBC
◆	NI111	First time entrants to the Youth Justice System aged 10-17.	2,857	2,238	Nat. av.=1,840 2007/2008	2,630	2,520
	NI114	Rate of permanent exclusions from school.	??	0.17%	Nat. av.=0.12% 2006/2007	??	??
	BV221a	Participation In and Outcomes From Youth Work: Recorded Outcomes	TBC	67%	2nd quartile 2007/2008	None set	None set
	BV221b	Participation In and Outcomes From Youth Work: Accredited outcomes	TBC	37%	Top quartile 2007/2008	None set	None set
Achieve economic well-being.							
◆	NI116	The proportion of children who live in families in receipt of out of work benefits	??	29.2%	None available	27.9%	26.3%
◆	NI117	16 to 18 year olds who are not in education, training or employment (NEET).	10.6%	10.1%	Nat. av.=6.7% 2007	9.8%	9.5%
	NI118	Take up of formal childcare by low-income working families.	TBC	??	Nat. av.=17% 2006/2007	TBC	TBC
	NI148	Care leavers in employment, education or training	86.0%	65.0%	Nat. av.=64.9% 2007/2008	TBC	TBC
	BV161	Employment, education and training for care leavers	0.80	1.0	Not available	None set	None set
◆	L1	The number of learners to complete a full apprenticeship framework.	TBC	495	Not applicable	530	565

Local delivery arrangements

The theme is promoted through a number of partnerships, including the following:

Children and Young People's Trust
Middlesbrough's Children and Young People's Trust (the Trust) was formed in 2007 and brings together those organisations delivering services to children and young people in order to improve communication, share information, integrate services and achieve better outcomes for all children and young people.

The Trust has developed a Children and Young People's Plan 2008-2011, which outlines the priority actions that will be taken to help Middlesbrough's children and young people succeed. Five themed sub-groups addressing each of the 'Every Child Matters' outcomes support the trust board. Additional groups address communication and engagement and workforce development.

The Trust is committed to investing heavily in the future well-being of Middlesbrough's children and young people and the Partnership will continue to direct its resources to the identified needs of children and young people in Middlesbrough.

School partnerships
The strong partnership between the Council and schools is developing further with the introduction of an over-arching strategic group that will lead in pushing forward school improvement and raising standards. The group will comprise the Children, Families and Learning Department's senior management team and representative head teachers from the primary, secondary and special sectors. It will build on existing primary and secondary Education Improvement Partnerships that are school led, with local authority support.

Voluntary and community sector
The part of the voluntary and community sector that supports young people is well developed in Middlesbrough. The sector is closely involved in the development of strategic plans through Middlesbrough Voluntary Development Agency and the Middlesbrough Community Network. There is widespread involvement of the sector in the Children and Young People's Trust themed sub-groups. Sector-led research into the qualities and skills young people value in professionals working with them has influenced the workforce development strategy.

Locality working
A number of services within Children, Families and Learning, health services and the police already operate within four co-terminous localities: East, Central, North and South. The move towards integrated and/or networked services will build on this to provide services focused around children and their families.

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

The Council is a major contributor to this theme, through the work of the Children, Families and Learning (CF&L) Department, which provides safeguarding and children's social care services, youth services, leads on teenage pregnancy and works with schools to improve educational attainment. CF&L leads on the 'Supporting children and young people' theme within the Council.

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

Be Healthy

Reduce the number of conceptions amongst 15-17 year olds:

- Information sharing arrangements are developing between health agencies and the council to support the Teenage Pregnancy Strategy by identifying and reporting on the scale and spread of key risk factors across Middlesbrough.

Tackle childhood obesity:

- Community Health through Sports and Arts (Well-being Lottery) managed by Study Support service: Physical activities programmes at five primary schools.

Improve the availability of mental health services:

- Strengths and difficulties questionnaire introduced to assess the well-being of looked after children.
- Study Support's Neurolinguistic Programming interventions and training at Ormesby, North Ormesby, Corpus Christi schools, Phoenix Centre and West Middlesbrough Neighbourhood Trust.

Reduce alcohol and drug misuse:

- Baseline established for the new national measure of young's people substance misuse through the TellUs survey. Middlesbrough's 9.2% compares with a national average of 10.9% and a regional average of 13.7%.

Increase the opportunities and services for children with disabilities:

- Ofsted graded the Gleneagles residential resource unit as "outstanding" in their unannounced inspection visit.
- Middlesbrough was the first council to meet the readiness assessment criteria for the government's Aiming High initiative.

Stay Safe

Improve preventative measures so that there are fewer emergency admissions to the looked after children system:

- Strengthened parenting support.
- Recorded emergency admissions to the looked after children system reduced by 82% between April 2008 and January 2009.

Strengthen local safeguarding arrangements:

- Implemented an Integrated Children's System (ICS) across all aspects of social care provision for children and young people.
- Realigned Common Assessment Framework (CAF) within universal service provision.

Tackle bullying across all services:

- Established an Anti-Bullying Coordinator post.
- Established an Emotional Well-being Steering Group.
- Procured the E-Safe (Zentek) system.

Enjoy and Achieve

Improve the educational outcomes for pupils in all schools:

- The 2008 GCSE results were the best ever for Middlesbrough. Improvement in the three key indicators continues ahead of national trends for pupils achieving 5+ A*-C grades including English and Maths, pupils achieving 5+ A*-C grades and pupils achieving at least one GCSE or equivalent qualification.
- Increased the percentage of pupils achieving at least 78 points across the Early Years Foundation Stage with at least six in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy from 29% to 36%.
- Increased the percentage of pupils achieving the expected standard at Key Stage 1 in reading from 78% to 81% and in writing from 75% to 79%.
- Increased the percentage of pupils achieving Level 5 or above in both English and Maths at Key Stage 3 from 55% to 58.9%.
- Over 90% of pupils entered gained an accredited ICT qualification.

Improve the educational outcomes for vulnerable groups of pupils:

- Primary school heads are working with the Council to improve their progress data recording and its use to inform learning programmes.
- The number and percentage of pupils who leave Middlesbrough schools with no GCSE equivalent qualification has been considerably reduced and in four secondary schools it is better than the national average.
- Increased the level of support provided for Pupil Referral Units to use performance data to track pupils' progress.

Improve school attendance:

- Reduced overall absence in secondary schools from 9.5% to 8.9% and in primary schools from 5.6% to 5.0%.
- Attendance peer research project piloted at Newlands School, developed by Participation Manager, Study Support service, Teesside University and Just 4 Youth.

Promote and support enjoyment in learning:

- University of the First Age Fellowship training for school staff, including Emotional Intelligence and NLP.

Make a Positive Contribution

Develop early intervention and preventative services that reduce the risk of children and young people engaging in unlawful activities:

- Developing and running the annual 'Boro Buzz' programme offering a wide range of activities to engage young people during a potential high point for anti-social behaviour.

To increase young people's engagement in the Children, Families and Learning department's decision-making processes and to develop the involvement of other stakeholders:

- The annual programme of consultation and engagement activity with young people is well established and has been extended through their involvement in some major projects through Building Schools for the Future and the Youth Opportunities Fund.

Achieve Economic Well-being

Increase the proportion of young people aged 16 and over engaged in education, employment or training:

- Reduced the proportion of 16-18 year olds who are not in education, training and employment from 11.1% to 10.6%.
- The Common Application Process (CAP) based on the 14-19 area wide prospectus went live in December 2008.

Improve the achievements of young people who are aged 16 and over:

- Increased the average point score achieved per student aged over 16 in local post-16 provision from 679 to 704.

Action plan 2009/2010

Be Healthy.			
Ref	**Action**	**Deadline**	**PI links**
Reduce the number of conceptions amongst 15-17 year olds.			
CF02	Teenage Pregnancy Strategy actions for 2009/10 will be identified following the feedback session (8th April) from the National Support Team's review of local provision.	Mar. 2010	
Tackle childhood obesity.			
CF03	Promote healthy eating through schools by ensuring that all secondary schools meet the nutrient based standards for school meals.	Mar. 2010	
CF04	Work with schools in receipt of Well-being Lottery funding to promote physical activities and healthy eating.	Mar. 2010	
Improve the availability of mental health services.			
CF05	Complete a mapping exercise for all tier 1 and tier 2 mental health services available in Middlesbrough.	Mar. 2010	
CF06	Coordinate and monitor the Well-being Lottery 'Community Health Through Sport & Arts' mental health programme at five primary schools.	Mar. 2010	
CF07	Develop and implement a protocol to support practitioners working with young people who self-harm.	Mar. 2010	
CF08	Develop the links with Middlesbrough Mind's young people's support groups to improve access to mental health support for children in need.	Mar. 2010	NI51
CF09	Further develop NLP (Neurolinguistic Programming) coaching and intervention programme for young people and school staff to support emotional health and well-being.	Mar. 2010	NI50
Reduce alcohol and drug misuse.			
CF10	Roll out short break support services, under the government's Aiming High initiative, in partnership with the PCT, voluntary sector agencies, parents and carers and young people.	Dec. 2009	
CF11	Develop a programme of research work through Families First to enhance the provision of support services for families with alcohol and substance misuse problems.	Mar. 2010	NI115
CF12	Improve the processes for identifying and referring children in need to alcohol and substance misuse support services.	Mar. 2010	NI115
CF13	Establish systems to ensure that pre-CAF checklists are completed by adult drug and alcohol treatment services, to identify young people who may need to enter the CAF process.	Mar. 2010	NI115

Be Healthy.			
Ref	**Action**	**Deadline**	**PI links**

Reduce alcohol and drug misuse.			
CF14	Monitor data from adult drug and alcohol treatment services and the CAF process to identify gaps in service provision for young people affected by adult misuse.	Mar. 2010	NI115
Increase the opportunities and services for children with disabilities.			
CF15	Develop links between the MAIN project and the Families Resource Team to provide emergency service and support for children with ASD and Asperger's Syndrome.	Mar. 2010	NI54
CF16	Increase the number of young people accessing support through parent-led services via the direct payment system.	Mar. 2010	NI130
CF17	Improve the support available to young people aged 14-25 through the development of a multi-agency transitions team.	Mar. 2010	

Stay Safe.			
Ref	**Action**	**Deadline**	**PI links**

Improve preventative measures so that there are fewer emergency admissions to the looked after children system.			
CF18	Reconfigure the enquiry and assessment processes to improve signposting to universal services and child protection services.	Mar. 2010	
CF19	Increase levels of targeted safeguarding services, delivered in a locality.	Mar. 2010	NI65
Strengthening local safeguarding arrangements.			
CF20	Review the existing South Tees Local Safeguarding Children Board arrangements.	Mar. 2010	
CF21	Roll out ContactPoint, the government's information sharing index, to all local children's services agencies.	Mar. 2010	
Tackle bullying across all services.			
CF22	Establish an Emotional Well-being Steering Group.	Mar. 2010	NI69 NI50
Improve the identification and tracking of children and young people missing from education.			
CF23	Identify the technology options for developing an on-line referral process with schools and other agencies for children considered at risk of going missing from education.	Mar. 2010	NI45 NI46
CF24	Ensure compliance with the processes for securing a school place for secondary age pupils coming into the area outside of the normal admission round.	Mar. 2010	

Enjoy and Achieve.

Ref	Action	Deadline	PI links
Improve the educational outcomes for pupils in all schools – raise standards in the early years.			
CF25	Implement the Early Years Outcomes Duty (EYOD) consistently across all settings and schools.	Mar. 2010	NI92
CF26	Continue to roll out National Initiatives, monitoring and evaluating their impact on pupils' progress.	Mar. 2010	
CF27	Further develop working links across all early years settings to deliver cohesive education in order to raise standards.	Mar. 2010	
Improve the educational outcomes for pupils in all schools – raise standards in Key Stage 2.			
CF28	Maximise the effective use of the Supporting School Success process to identify schools where most impact is needed.	Mar. 2010	
CF29	Maximise the use of National Strategy programmes to ensure impact at school, classroom and individual levels	Mar. 2010	NI92 NI94 NI93
CF30	Ensure effective pupil tracking is in place to make sure that the progress trajectory is maintained.	Mar. 2010	
Improve the educational outcomes for pupils in all schools – raise standards in Key Stage 4.			
CF31	Work with individual subject leads in schools to maximise the effective use of the newly established data systems introduced to schools via the Secondary Education Improvement Partnership and the department's data team.	Mar. 2010	NI97 NI98 NI101
CF32	Implement the National Strategies 1:1 Tuition programme for 60 targeted pupils in KS4 National Challenge schools identified through improved pupil progress tracking.	Mar. 2010	
CF33	Increase the range of learning options available to young people to reduce the number of pupils leaving school with no qualifications.	Mar. 2010	
CF34	Strengthen personalisation in ICT to ensure that 75% pupils achieve Level 2 Functional Skills within KS4.	Mar. 2010	
Improve the educational outcomes for vulnerable groups of pupils – children looked after.			
CF35	Restructure services to strengthen the focus on the educational support needs of looked after children.	Mar. 2010	
CF36	Embed data collection arrangements for looked after children at school outside Middlesbrough.	Mar. 2010	
CF37	Ensure that the progress of looked after children is tracked and that schools have intervention strategies in place to support those who are falling behind expected progress.	Mar. 2010	
Improve school attendance.			
CF38	Convene a borough wide task group to look at both support and challenge for pupil absence in secondary schools.	Mar. 2010	

Enjoy and Achieve.

Ref	Action	Deadline	PI links
Improve school attendance.			
CF39	Work with secondary schools to identify and target pupils whose attendance pattern puts them at risk of becoming persistent absentees.	Mar. 2010	
CF40	Develop a peer consultation project targeting teenage girl persistent absentees to explore and address their reasons for not attending school, with Study Support service and Participation Manager.	Mar. 2010	
Reduce fixed term exclusions.			
CF41	Review the effectiveness of current strategies for reducing fixed term exclusions with the Education Improvement Partnerships.	Mar. 2010	NI114
CF42	Develop a medium-term strategy to build on and improve existing alternative provision and develop other opportunities for learning.	Mar. 2010	

Make a Positive Contribution.

Ref	Action	Deadline	PI links
Develop early intervention and preventative services that reduce the risk of children and young people engaging in unlawful activities.			
CF43	Implement changes to the Youth Justice System outlined in the Criminal Justice Act.	Mar. 2010	
CF44	Evaluate pilot project using Neurolinguistic Programming with young people identified as liable to offend, and develop resources to roll out programme.	Mar. 2010	NI111

Achieve Economic Well-being.

Ref	Action	Deadline	PI links
Increase the proportion of young people aged 16 and over engaged in education, training and employment.			
CF45	Provide taster sessions at colleges, work based learning providers and work placements for Year 12 school pupils to raise aspirations and help them make informed decisions about their options at age 16.	Sep. 2009	NI117
CF46	Roll out the Common Application Process to identify every learner's progress in applying for post-16 provision and offer additional support for those not applying to progress into post-16 education.	Mar. 2010	

Achieve Economic Well-being.			
Ref	**Action**	**Deadline**	**PI links**
Increase the proportion of young people aged 16 and over engaged in education, training and employment.			
CF47	Increase the capacity of 14-19 providers to support improvement in retention and achievement rates and ensure a smooth transition to services for adults and make sure that personal development opportunities are focused on progression to education, employment or training.	Mar. 2010	
CF48	Implement a transition support programme to ensure vulnerable learners have a key worker with responsibility for supporting them through their transition from school to post-16 provision.	Mar. 2010	
CF49	Facilitate early access to alternative provision for long-term and older NEETs and other at risk groups of young people.	Mar. 2010	
Improve the achievements of young people who are aged 16 and over.			
CF50	Support the development of the curriculum to meet the learner entitlement, in particular: • developing seven diploma lines of delivery by September 2009' • rolling out the FLT through 2009/10; • working with partners to further develop the common application process, individual learning plans and prospectus to improve progression post-16; • working with partners to develop joint timetabling and curriculum planning; and • working with the LSC and other agencies to facilitate the machinery of government and curriculum planning post-16.	Sep. 2009	
Reduce the impact of poverty on children.			
CF51	Establish a Financial Inclusion Working Group and develop a work programme to look at financial support and money management issues, including community banking, access to debt advice and credit unions.	Mar. 2010	

Promoting adult health and well-being, tackling exclusion and promoting equality

Overarching vision and aims

The overarching vision for adult health in Middlesbrough is as follows:

> Improve the health of the population generally, while narrowing the gap between the most disadvantaged communities and the town as a whole. This will not only mean longer life expectancy, but also ensuring that people benefit from improved lifestyles.

Strategic priorities

Middlesbrough experiences greater levels of deprivation than the national average, and a greater burden of poor health within the population. People living in material or social disadvantage are likely to have the greatest need for health and social services, and are more likely to suffer from ill-health and die as a consequence of the disadvantage they experience. Although life expectancy continues to increase year-on-year, life expectancy for both men and women living in Middlesbrough is lower than the average for England and Wales; within Middlesbrough it is estimated that, on average, people in the least deprived areas live nine years longer than people in the most deprived areas.

Although there have been improvements in health over the past ten years, these are consistent with progress at a national level and so the gap between Middlesbrough and the rest of the country remains. Lifestyle has an important part to play in people's health. Middlesbrough rates of smoking, alcohol and drug misuse significantly higher than the national average. Poor diet and low rates of physical activity contribute to higher levels of obesity, which increase the risk of cardio-vascular disease and some cancers.

The Census 2001 reported around 1,990 people over 75 years of age with a health or disability problem live alone in Middlesbrough. Middlesbrough has a good track record of providing services for the increasing number of older people in the town, helping people to maintain their independence.

Middlesbrough Council and Middlesbrough Primary Care Trust prepare the Joint Strategic Needs Assessment (JSNA) for Middlesbrough jointly and it provides a detailed insight into the health and well-being needs of people living in Middlesbrough – now and in the future. The JSNA drives prioritisation and planning for health in Middlesbrough. The strategic priorities of the 'Promoting adult health and well-being, tackling exclusion and promoting equality' theme are:

Priority	Rationale
Help promote health, well-being, independence, inclusion and choice.	Middlesbrough has an increasingly 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 maximize their lifestyle opportunities. Partners must act 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.

Priority	Rationale
Ensure that, when people fall ill, they receive safe and effective services, when and where they need help and are empowered in their choice.	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.
Ensure that the gap is closed between levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average.	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 life expectancy between different council wards in Middlesbrough has not reduced sufficiently. The reasons for 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.
Improve the quality of life of vulnerable people in Middlesbrough.	Programmes are in place to promote healthier lifestyles that will allow people to improve their health outcomes, particularly linked to participation in physical activity and smoking cessation.
Address specific community and social housing needs.	The Council has a key role to play in facilitating the provision of housing within the borough for particularly vulnerable groups of people.

The Mayor's agenda

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

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

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Help promote health, well-being, independence, inclusion and choice.							
◆	NI124	People with a long-term condition supported to be independent and in control of their condition.	Not measured	None set	Nat. av. =74.09% 2007/2008	76%	77%
	NI125	Achieving independence for older people through rehabilitation/intermediate care.	??	None set	None available	TBC	TBC
	NI127	Self reported experience of social care users. Deferred until 2009/10.	Not measured	None set	None available	TBC	TBC

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Help promote health, well-being, independence, inclusion and choice.							
	NI128	User reported measure of respect and dignity in their treatment survey planned for 2009/10	Not measured	None set	None available	TBC	TBC
	NI130	Social Care clients receiving Self Directed Support during the year (Direct Payments and Individual Budgets) (per 100,000 population).	394	426	Nat. av. =166.57 2007/2008	526	626
	NI132	Timeliness of social care assessment (all ages - within 28 days from first contact).	81%	0	Nat. av. =79.53% 2007/2008	0	0
	NI133	Timeliness of social care packages (within 28 days of assessment).	94%	97%	Nat. av. =90.94% 2007/2008	97.2%	97.5%
	NI136	People supported to live independently through social services (all ages) (per 100,000 weighted population).	3,830	3,788	Nat. av. =3,143.09 2007/2008	3,878	3,964
	NI138	Satisfaction of people over 65 with both home and neighbourhood	83.3%	None set	Nat. av. =75.12% 2006/2007	Not measured	85%
	NI139	The extent to which older people receive the support they need to live independently at home.	35.9%	None set	None available	Not measured	37%
	L2	Reduction in the waiting time for major adaptations to accommodation.	16.5	25.6	TBC	24.3	23.1
	BV56	Items of Equipment	91% (e)	90%	3rd quartile 2007/2008	TBC	TBC
Ensure that, when people fall ill, they receive safe and effective services, when and where they need help and are empowered in their choice.							
	NI129	End of life care - access to appropriate care enabling people to be able to choose to die at home.	TBC	??	Nat. av.=19.5% 2007/2008	TBC	TBC
	NI131	Delayed transfers of care from hospitals (per 100,000 population).	0.3	0.331(e)	Nat. av.=14.21 2007/2008	TBC	TBC
	NI134	The number of emergency bed days per head of weighted population.	0.5	0.2	Nat. av.=0.42 2006/2007	TBC	TBC
	NI135	Carers receiving needs assessment or review during the year and a specific carer's service, or advice and information.	??	20.0%	Nat. av. =21.91% 2007/2008	22.0%	24.0%
Ensure that the gap is closed between levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average.							
	NI119	Self-reported measure of people's overall health and well-being.	73.1%	None set	TBC	Not measured	TBC

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
		**Ensure that the gap is closed between levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average.**					
		All-age all cause mortality rate per 100,000 population.	TBC	1366	Nat. av.=579.4 2007	1321	1276
	NI20	(a) All-age all cause mortality rate – Females.	TBC	800	Nat. av. =488.71 2007	TBC	TBC
		(b) All-age all cause mortality rate – Males.	TBC	566	Nat. av. =688.76 2007	TBC	TBC
◆	NI121	Mortality rate from all circulatory diseases at ages under 75 (per 100,000 population).	106.9	91.8	Nat. av.=74.4 2007	87.33	83.64
	NI122	Mortality from all cancers at ages under 75 (per 100,000 population).	131.6	128.9	Nat. av. =114.07 2007	128.9	126.3
		**Improve the quality of life for vulnerable people living in Middlesbrough.**					
◆	NI8	Percentage of adults participation in sport and active recreation.	Not yet available TBC in 2010	20.5%	Nat. av.=21.3% 2007/2008	22%	23.3%
◆	NI39	Rate of Hospital Admissions (per 100,000) for Alcohol Related Harm.	2,381(e)	2,905	None available	3,019	3,326
	NI40	Number of Drug users recorded as being in effective treatment.	1,510	1,325	None available	1,386	1,417
◆	NI123	Stopping Smoking (number of self reported smoking quitters).	996.8 (e)	1,300	Nat. av.=894 2007/2008	1,100	1,300
◆	NI124	People with a long-term condition supported to be independent and in control of their condition.	Not measured	None set	Nat. av. =74.09% 2007/2008	76%	77%
	NI141	Number of vulnerable people achieving independent living.	57.3%	98%	None available	98%	98%
	NI142	Number of vulnerable people who are supported to maintain independent living.	95.3%	85%	None available	86%	88%
◆	NI144	Offenders under probation supervision in employment at the end of their order or license.	TBC	30%	None available	35%	40%
◆	NI146	Adults with learning disabilities (18-64) in employment.	8.3% (e)	8.3%	None available	TBC	TBC
◆	NI150	Adults in contact with secondary mental health services in employment.	6%	6%	None available	TBC	TBC
		**Address specific community and social housing needs.**					
	NI46	Young offenders access to suitable accommodation.	100%	??	None available	100%	100%

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Address specific community and social housing needs.							
	NI143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or license.	TBC	80%	Nat. av.=77% 2006/2007	TBC	TBC
	NI145	Adults with learning disabilities (18-64) in settled accommodation	70%	78%	None available	79%	80%
	NI147	Care leavers in suitable accommodation.	87.5%	100%	Nat. av.=88.4% 2007/2008	100%	100%
◆	NI149	Adults in contact with secondary mental health services in settled accommodation	79%	83.5%	None available	84.0%	84.5%
	NI156	Number of households living in temporary accommodation.	6	Less than 28	TBC	2	TBC
	BV213	Preventing Homelessness – number of households where homelessness prevented.	5.2	4.4	Top quartile 2007/2008	4.6	4.8

Local delivery arrangements

The Middlesbrough Health and Social Care Partnership (MHSCP) leads the health-related theme, having developed out of several years of joint working and investment planning across health and social care services. In recent years the focus of the partnership has broadened to encompass the wider public health agenda, which is laid out in a Joint Public Health Strategy between Middlesbrough Primary Care Trust and the Council. Membership of the MHSCP is diverse and includes key statutory agencies and relevant council departments, the voluntary sector and local community representatives.

The JSNA identifies the key issues Middlesbrough faces in improving the health and well-being of its population. The JSNA will be used by the MHSCP and its partner agencies to help inform service development, commissioning and spending priorities over the next ten years. It will enable a holistic response to tackling health inequalities in Middlesbrough, with services effectively meeting the needs and wants of local people.

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

The Council is a major contributor to this theme, through its provision of adult social care services (older people and physical disabilities and mental health and learning disabilities), the Supporting People programme and housing support services, health improvement initiatives and leisure services.

The Social Care Department leads on the 'Promoting adult health and well-being, tackling exclusion and promoting equality' theme within the Council.

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

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

- Ensured pro-active involvement in the Teesside Suicide Strategy Review.
- Introduced self-assessment and self-directed support to vulnerable adults and older people.
- Piloted the use of individual budgets – rollout underway.
- Improved performance in the delivery of equipment of minor adaptations to people from x% to x% (targets to be confirmed).
- Implemented the Sport and Leisure function's major new strategies, working closely with key partners; implemented the Active Middlesbrough Strategy and the Playing Pitch Strategy.
- Developed Joint Public Health work programme with new integrated health improvement team, to target tobacco consumption, healthy eating and physical activity.
- Redeveloped the X4 Health and Fitness Clubs.
- Created a brand and website to promote and celebrate physical activity in the town.
- Increased 10K Road Race entries by 10%.
- Delivered Middlesbrough Sports Festival.
- Delivered a Street Games event, targeting young people who do not usually take part in organised sport.
- Implemented the Sport and Leisure function's major new strategies, working closely with key partners; implemented the Active Middlesbrough Strategy and the Playing Pitch Strategy.
- QUEST UK 'Leisure Quality Standard Management Award' adopted at The Neptune Centre, Rainbow Centre and Ormesby Sport Complex. Adopting the Quality Standard has improved the management of operations at each centre with specific reference to Health and Safety and staff training and development.

Ensure that, when people fall ill, they receive safe and effective services, when and where they need help and are empowered in their choice.

- Improved the level and range of support for carers by establishing Emergency Respite Care Service.
- Developed a Telecare Action Plan, which will ensure Telecare becomes an integral part of our service.
- Produced in partnership with the PCT an Action Plan for the management of people with long-term conditions.

Ensure that the gap is closed between levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average.

There were no specific planned actions for this priority in the 2008/09 Strategic Plan but, of course, a lot of work has been undertaken to achieve these goals. For instance, the Department has played a major role in the Tobacco Control Alliance and the successful Healthy Towns bid is built around supporting people to be physically active and make healthy food choices.

Improve the quality of life for vulnerable people living in Middlesbrough.

- The Directory of Services, as part of the move towards a Universal Information Advice and Advocacy Service, has been updated – discussions continuing with MVDA as to its re-launch.

Note: Whilst the above was the only planned action in the Strategic Plan, a great deal of work has been done to improve the quality of life of vulnerable people, including work to improve the safeguarding of vulnerable adults and the development of a strategy to increase employment for people with disabilities, which is already producing an increase in numbers.

Address specific community and social housing needs.

- The economic downturn has had a major impact on our planned action of establishing a Business Case and sourcing funding opportunities to create additional extra care housing provision in the Borough.
- Reviewed Day Care facilities for older people.

Action plan 2009/2010

	Help promote health, well-being, independence, inclusion and choice.		
Ref	**Action**	**Deadline**	**PI links**
SC01	Increase the number of Telecare Packages by 270 by implementing a range of actions in the Telecare Action Plan.	Mar. 2010	NI130 NI139
SC02	Extend the availability of Individual Budgets to all client groups by rolling out Pilot Programme from 1 June 2009.	Mar. 2010	NI130 NI139
SC03	Promote and increase the number of people using self-assessment.	Mar. 2010	NI136
SC04	Reduce waiting times for major adaptations to 23.1 weeks by 2010/11	2010/2011	L2
SC05	Reduce the reliance on Residential Care by increasing the availability of Independent Supported Living for people with disabilities.	Mar. 2010	NI141 NI142
SC06	Pilot Local Area Co-ordination (which is an initiative designed to enhance social inclusion through community networking).	Mar. 2010	
SC07	Increase the number of young people in transition offered person centred planning or self-directed support from 9 to 15 through the implementation of the Transitions Team.	Mar. 2010	NI130
SC08	Provide a wider choice of carer respite options and increase take up of respite services.	Mar. 2010	
SC09	Increase awareness of Carers Support Services through an awareness raising campaign.	Mar. 2010	NI135
SC10	Identify hidden carers and provide them with support through a range of projects to enable them to continue their caring role or employment.	Sep. 2009	NI135
SC11	Provide Job Coaching Support within Multi-Disciplinary Teams.	Mar. 2010	NI146 NI148
SC12	Create new product lines and secure new business at Ayresome Industries in order to increase the number of disabled people employed.	Mar. 2010	NI146 NI148
SC13	Work with the Employment Service to increase the number of people with substance misuse problems supported into and maintaining work for at least 13 weeks from 12 to 24.	Mar. 2010	
SC14	Develop an action plan in relation to the National Dementia Strategy	Mar. 2010	

Ensure that, when people fall ill, they receive safe and effective services, when and where they need help and are empowered in their choice.

Ref	Action	Deadline	PI links
SC15	Introduce user-led quality assessments of: • Domiciliary Care services. • Enablement and Support Services. • Non-Older Persons Residential Care. in order to baseline and improve the quality of care services delivered.	Mar. 2010	
SC16	Implement a web-based Directory of Services to contribute towards a Universal Information, Advice and Advocacy Service, in line with Putting People First.	Mar. 2011	
SC17	Implement DCLG World Class Commissioning Standards for Local Authorities to further align Social Care and PCT Commissioning.	Mar. 2010	

Ensure that the gap is closed between levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average.

Ref	Action	Deadline	PI links
EN27	Implement the delivery of the Healthy Towns Project.	Mar. 2010	NI8 NI119-124
EN28	Introduce a two-year programme of free swimming for under 16s and over 60s.	Apr. 2009	
EN29	Deliver two x ten-week swimming programmes for people aged over 60 years.	Mar. 2010	
EN30	Deliver a programme of activities for 500 people at risk of developing Type 2 Diabetes.	Jan. 2011	
EN31	Introduce an 'Up to Dance' programme, delivering eight new weekly sessions and forming four self-supported adult dance groups.	Jun.2009	
EN32	Deliver the fifth Tees Pride 10k and PCT Fun Run.	Oct. 2010	
EN33	Increase the 10k Road Race entries by 10% on 2008/2009 actual.	Oct. 2010	
EN34	Work with County Sport Network to create an action plan to deliver the recommendations of the Active Middlesbrough Strategy.	Sept. 2009	
EN35	Review the Joint Health Improvement action plan.	Jun. 2009	
EN36	Assist five businesses to become accredited to the Regional Workplace Health Award and deliver training to 10 health advocates on the Workplace Health Award Schemes.	Mar. 2010	
EN37	Progress the Smokefree Families Initiative by providing training to frontline health professionals.	Mar. 2010	
EN38	Progress the Lifecheck Programme in line with national and regional guidance.	Mar. 2010	

Improve the quality of life for vulnerable people living in Middlesbrough.

Ref	Action	Deadline	PI links
SC18	Develop a mechanism to measure how robust safeguarding procedures are in the Independent Sector.	Mar. 2010	
SC19	Lead the development of a Tees-wide Safeguarding Adults Board.	Mar. 2010	
SC20	Ensure basic training in identifying adults at risk and make this available to all Independent Sector providers.	Mar. 2010	
SC21	Raise public awareness of safeguarding through a media programme.	Mar. 2010	
SC22	Ensure the timeliness and quality of Adult Protection Plans via an Audit Programme.	Mar. 2010	
SC23	In order to secure safe medication management in care provision, support the delivery of competency-based training	Mar. 2010	

Address specific community and social housing needs.

Ref	Action	Deadline	PI links
RG13	Implement mobile working for major adaptations through the Staying Put agency to reduce waiting times to 24.3 weeks in 2009/10 continuing a reduction against the baseline of 27 weeks in 2006/07.	Mar. 2010	
RG14	Work in partnership with service providers to increase the proportion from 90% to 91% of equipment and minor adaptations delivered within the seven-day target to enable disabled residents to live independently in their own homes.	Mar. 2010	
RG15	Produce a prioritised action plan to implement the findings of the Disabled Facilities Grant Business Process Re-engineering exercise to streamline the process and improve service delivery.	Mar. 2010	
RG16	Prepare and produce final draft of Youth Homelessness Strategy.	Mar. 2010	
RG17	Reduce the number of accepted homeless cases due to domestic abuse from 65 in 2008/09 to 55 in 2009/10 through the delivery of the Sanctuary Scheme (LPSA 2/9).	Mar. 2010	

Enhancing the local economy
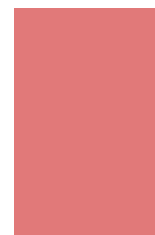
Overarching vision and aims

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

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

- People want to do business
- People want to work and live
- People want to be

Strategic priorities

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

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

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

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

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

Priority	Rationale
Promote economic vitality.	
Establish the physical environment and infrastructure that encourages and supports economic vitality.	Middlesbrough offers a variety of locations, each one fulfilling its own important role. The town centre continues to be the engine of the local economy offering shopping, leisure and cultural activities, whereas industrial activities are located in more traditional business locations. Whilst the quality of the town centre offer has improved greatly and progress has been made in updating some of the older industrial locations, there is still a lot more to do in terms of meeting the ever-increasing aspirations of modern businesses. Middlesbrough lacks the volume and choice of new, high quality development that has been delivered in other neighbouring areas and schemes such as Middlehaven that are aimed at addressing this gap are still to come to fruition.

Priority	Rationale
Promote economic vitality.	
Provide business support that encourages more businesses to set up, locate and grow here.	As an area with a long established history of economic activity, the town still retains its sub-regional role as a commercial centre with a strong and proactive 'business community'. Local businesses benefit from a comprehensive range of *local* business support and retain a clear sense of 'belonging' within the area. Rates of new business creation could however be higher, and although Digital City continues to drive the generation of innovative new wealth creating businesses, more needs to be done to stimulate and support entrepreneurs in other sectors.
Ensure that local people have the skills for and can access jobs and opportunities.	If the residents of Middlesbrough are to benefit from economic growth in the area, there is a need for skill levels to develop in line with the growing demands of the jobs being created. Although skill levels are rising, they remain lower in Middlesbrough than across other parts of the sub-region, which needs to be addressed if local employment levels are to be raised and worklessness issues tackled.

The relatively low levels of participation in employment experienced across Middlesbrough presents many challenges to long-term economic vitality. As more businesses are showing growth in Middlesbrough than across the rest of the Tees Valley, an opportunity does exist to begin to reverse this trend and make a sustainable impact.

As a comparatively low wage economy, there is a clear need to increase the number of people working in higher growth or wealth creating sectors. Activities such as Digital City have shown how local talent can be nurtured to achieve economic impact, but this needs to take place beyond this one sector. |
Change attitudes by promoting Middlesbrough's success.	Recent cultural regeneration has had a significant impact on the look and feel of the town. Significant buildings such as Middlesbrough Institute of Modern Art (mima) and the new Middlesbrough College at Middlehaven have greatly improved the landscape and enhanced Middlesbrough's symbolic identity. As a result of this local attitudes are changing and there is a growing sense of belonging to the town. There is a clear determination to continue this trend by using the development of cultural activities and creative industries to assist economic growth and improve the image of the town.
Promote regeneration through flagship cultural projects that act as economic drivers.	
Facilitate a housing offer that provides the quality and choice required to meet the needs of the community, and support future economic growth.	
Rejuvenate the housing stock.	One of the keys to Middlesbrough's long-term prosperity is the ability to retain population and attract new people to settle in the town, although such an outcome can only be achieved by significantly improving the quality of the town's housing offer. All neighbourhoods in Middlesbrough need to meet the needs and aspirations of its diverse population, both now and in the future. Partly as a consequence of its existing stock, Middlesbrough has struggled to compete with neighbouring boroughs in making available a modern housing offer on a sufficient scale. This has contributed to its falling population as people moved outside the town's boundary.
Ensure that the type and mix of new housing provides choice.	In response, Middlesbrough is committed to improving its existing social housing stock and achieving the decent homes standard for all of its properties. In parallel a number of ambitious housing schemes are being implemented in line with policies aimed at addressing the imbalance in the current housing offer.

Middlesbrough Housing Strategy 2008–2011 sets out the vision for housing in Middlesbrough, which is to 'Provide good-quality affordable homes, in sustainable neighbourhoods, where people will want to live, and which meet the needs of the current and future population of Middlesbrough'. |
| **Improve and maintain existing housing.** | As a central part of a key city region in the North East, Middlesbrough has a significant role to play in taking forward regional and sub-regional agendas. Middlesbrough's strategic priorities are closely aligned to national and regional housing strategy objectives. |

Priority	Rationale
Provide a transport network that meets the needs of a town on its way up.	
Improve access to work and important services.	The focal point of the city region's transport infrastructure has continued to develop in line with the existing locational offer. More ambitious development of the transport infrastructure now needs to be taken forward to drive further investment in business locations and strengthen Middlesbrough's role in the wider sub-regional and regional context.
Avoid congestion.	
Improve public transport.	Middlesbrough's Local Transport Plan 2006–2011 provides a targeted approach to prioritising transport improvements to ensure the achievement of the long-term transport strategy and the five strategic priorities which reflect the Government's shared priorities for transport.
Improve road safety.	
Increased use of cycling and walking.	

The Mayor's agenda

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

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

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

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

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Establish the physical environment and infrastructure that encourages and supports economic vitality.							
◆	NI151	Overall employment rate (working-age).	64.8% (June 2008)	None set	Nat. av.=74.5% (June 2008)	Reduce gap to NE av. to 3.7%	Reduce gap to NE av. to 3.7%
◆	NI152	Working age people on out of work benefits.	20.17% (May 2008)	??	Nat. av.=11.3% (May 2008)	Reduce gap to NE av. to 3.7%	Reduce gap to NE av. to 3.1%
◆	NI153	Working age people claiming out of work benefits in the worst performing neighbourhoods.	32.3% (May 2008)	31%	Nat. av.=29.3% (May 2008)	28.5%	26%
	NI166	Median earnings of employees in the area.	£412.3	None set	TBC	Reduce gap to NE av. to £5.50	Reduce gap to NE av. to £5.00

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Establish the physical environment and infrastructure that encourages and supports economic vitality.							
	NI173	Flows on to incapacity benefit from employment.	0.8% (Sep. 2008)	None set	Nat. av.=0.6% (Sep. 2008)	Maintain distance from NE av.	Maintain distance from NE av.
Provide business support that encourages more businesses to set up, locate and grow here.							
◆	NI171	The proportion of business registrations per 10,000 resident population aged 16 and above.	41	31.6	Nat. av.=64.2% 2007/2008	32.1	32.6
	NI172	Percentage of small business in an area showing employment growth.	TBC	None set	Nat. av.=12.8% 2006/2007	TBC	TBC
	NI182	Satisfaction of businesses with local authority regulation services.	83%	82.6%	None available	83%	83%
Ensure that local people have the skills for and can access jobs and opportunities.							
	NI161	Number of Level 1 qualifications in literacy (including ESOL) achieved.	TBC	None set	TBC	TBC	TBC
	NI162	Number of Entry Level 3 qualifications in numeracy achieved.	TBC	None set	TBC	TBC	TBC
◆	NI163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.	TBC	70.8%	Nat. av.=68.9% 2007/2008	71.3%	72.3%
	NI164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher.	TBC	None set	Nat. av.=49% 2007/2008	TBC	TBC
	NI165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher.	TBC	None set	Nat. av.=30.1% 2007/2008	TBC	TBC
	NI174	Skills gaps in the current workforce reported by employers.	TBC	None set	Nat. av.=15.3% 2007/2008	TBC	TBC
Change attitudes by promoting Middlesbrough's success.							
◆	L3	Percentage of Middlesbrough residents who think Middlesbrough is improving.	72%	None set	Not applicable	74%	TBC
Promote regeneration through flagship cultural projects that act as economic drivers.							
	NI9	Use of public libraries.	49.8%	None set	Nat. av.=48.5% 2008/2009	52.9%	55.9%
	NI10	Visits to museums or galleries.	50.8%	None set	Nat. av.=53.8% 2008/2009	53.9%	57%
◆	NI11	Engagement in the Arts.	35.3%	None set	Nat. av.=45.2% 2008/2009	38.1%	41.1%

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Rejuvenate the housing stock.							
	NI170	Previously developed land that has been vacant or derelict for more than 5 years	0.72%	None set	Nat. av.=1.83% 2007/2008	TBC	TBC
	BV64	Number of private sector dwellings that are returned into occupation or demolished.	139	150	Top quartile 2007/2008	TBC	TBC
	BV106	New homes built on previous developed land.	89.6%	60%	3rd quartile 2007/2008	70%	70%
Ensure that the type and mix of new housing provides choice.							
◆	NI154	Net additional homes provided (cumulative).	-227	400	TBC	800	1,200
	NI155	Number of affordable homes delivered (gross).	26	15	TBC	176	TBC
	NI159	Supply of ready to develop housing sites.	100%	100%	Maximum level	100%	100%
Improve and maintain existing housing.							
◆	NI187	The proportion of households on income related benefits for whom an energy assessment of their housing has been carried out, living in homes with i) low energy efficiency ii) high energy efficiency	SAP<35 6.86% SAP>65 39.87%	None set	None available	SAP<35 6% SAP>65 41%	SAP<35 5% SAP>65 42%
Improve access to work and important services.							
	NI175	Access to services and facilities by public transport, walking and cycling.	TBC	None set	None available	TBC	TBC
	NI176	Working age people with access to employment by public transport (and other specified modes).	TBC	None set	Nat. av.=87.6% 2007/2008	TBC	TBC
Avoid congestion.							
	NI167	Congestion – average journey time per mile during the morning peak.	TBC	None set	None available	TBC	TBC
Improve public transport.							
◆	NI177	Local bus passenger journeys originating in the authority area.	TBC	10.278m	None available	10.170m	10.062m
	NI178	Bus services running on time (LTP 5).	TBC	72.05%	None available	TBC	TBC
Improve road safety.							
	NI47	People killed or seriously injured in road traffic accidents (reduction).	-8.2%	TBC	TBC	TBC	TBC

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Improve road safety.							
	NI48	Children killed or seriously injured in road traffic accidents (reduction).	-25%	TBC	TBC	TBC	TBC
	NI168	Principal roads where maintenance should be considered.	1.0%	4.0% 1.0% on new rules set	None available	1%	TBC
	NI169	Non-principal classified roads where maintenance should be considered.	2.0%	7.0% 2.0% on new rules set	None available	2%	TBC
Increase use of cycling and walking.							
	NI198	Children traveling to school – mode of transport usually used	5-10 yrs 24.1% 11-16 yrs 20.6%	None set	None available	TBC	TBC
	BV178	The percentage of total length of footpaths and other rights of way which were easy to use by members of the public.	94.3%	94.2%	Top quartile 2007/2008	94.3%	TBC
	BV187	Percentage of footways with poor surface condition	15% current 2 yr average is 12%	8% 12% based on 2 yr revised indicator	Top quartile 2007/2008	12%	TBC

Delivery arrangements

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

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

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

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

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

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

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

Promote economic vitality.

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

- Two major developments were completed during the year and took their place on the Middlesbrough skyline:
  - The Middlesbrough College building at Middlehaven opened in September 2008.
  - The new Aldi shop unit and Travel Lodge hotel on the site of the former North Riding Infirmary on Newport Road opened for trading in December 2008.
- The adoption of the Middlesbrough Urban Regeneration Strategy (URS) sets out the main aspirations for the physical regeneration of the town.

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

- Implemented a comprehensive new programme of support for businesses and jobs through the Working Neighbourhoods Fund.
- Built the innovative Boho One enterprise centre for digital industries, opening in Spring 2009.

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

- Helped create 299 new jobs in Middlesbrough.

Change attitudes by promoting Middlesbrough's success.

- Launched the highly regarded Love Middlesbrough campaign.
- Implemented the well-received 2008 Christmas marketing campaign, which included TV advertising for Middlesbrough for the first time.

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

- Establishing national partnerships with Tate and the Crafts Council.
- Establishing international partnerships with the Drawing Center in New York and the National Museums of Berlin.
- The mima attracted over £1.2m of awards to help Middlesbrough build on its important collection of art.
- The mima has won awards from the Royal Institute of British Architects, the Royal Institute of Chartered Surveyors and the Art Fund.
- The public voted mima the second best thing in Middlesbrough (after the Transporter Bridge).
- Well over 100 important works of art have been given to Middlesbrough since mima opened.
- 316,491 visitors have passed through mima's doors, over 50% up on the target.
- The Captain Cook Birthplace Museum celebrated its 30th birthday in 2008 with its exhibitions, events and activities attracting international attention.
- The Dorman Museum's exhibition "Pong to Kong" featuring the history of computer gaming technology was listed as one of the top five exhibitions to visit in Northern England by The Times Culture Magazine.

- The Dorman Museum's interactive gallery H2O has been adapted to support use by adults with learning difficulties and younger children.
- Nomination of Python gallery for National Arts and Business Sponsor's Club award – V&A (one of four short listed for the Community Award).
- Premiere of Streetwise Opera Project at Royal Festival Hall (RFH), (Culture being a critical funding partner in the project).
- The Boho Core 3 project, Platform Arts Studios, has been completed at Middlesbrough Station, and now accommodates 12 local arts companies.
- Over 240,000 people participated in and attended arts activities, events and venue programmes in 2008/2009. This is a 20% increase from the 2007/8 target of 200,000.

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

Rejuvenate the housing stock.

- Continued the property acquisition programme in housing market renewal areas.
- Completed Phase 1 of the Trinity Crescent development.

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

- Submitted the final draft of theTees Valley strategic housing market assessment.
- Worked with partner-registered social landlords to develop bids to the Housing Corporation's National Affordable Housing Programme 2008/2011 via the Regular Market Engagement Process.

Improve and maintain existing housing.

- Finalised an Affordable Warmth Strategy for Middlesbrough.
- Updated the private sector stock condition survey for the area.
- Developed new financial assistance scheme for Housing Renewal areas to be rolled out from April 2009.
- Implemented the Tees Valley Sub-regional Housing Corporation Protocol Action Plan.

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

Improve access to work and important services.

- The construction of the North Middlesbrough Accessibility Scheme to improve access in this key regeneration area commenced on the 7th July 2008.
- Implemented Scrutiny Panel recommendations relating to residents' parking, public transport, safety cameras and town centre parking.
- Continued implementation of the Action Plan for public rights of way.
- Developed the Transport Asset Management Plan.
- Continued the implementation of the Mayor's Transport Strategy with a Park and Ride Summit meeting held in October 2008.
- Supported Network Rail regarding the design and planning application for 'step free' access at Middlesbrough Railway Station.

Avoid congestion.

- Targeted Local Transport Plan funding at initiatives to widen travel choice, improve road safety and reduce the fear of crime associated with public transport.

- Promoted the development of school and workplace travel plans across the Borough within LTP timetable 2006/2011.
- Undertook a programme of Travel Awareness Campaigns regarding school travel and older person's issues.
- Appointed a Personalised Travel Planning Officer to provide a service to resident's town-wide.

Improve public transport.

- Developed the transport and public information elements of the council website to meet e-government targets – Travel portal for Tees Valley launched in March 2009.
- Working in partnership via the Mayor's Transport Summits with First Group, Northern Rail and Network Rail to encourage investment / development opportunities to increase capacity to cater for the needs of passengers travelling to regeneration sites. Formal Rail Partnership is now proposed.
- Developed Middlesbrough's element of the Connect Tees Valley bid relating to buses.
- Developing a Real Time Bus Information system, improving bus waiting facilities, and improving safety on buses and at waiting facilities, now available at 14 sites across the town.

Improve road safety.

- Develop Urban Safety Management initiatives to reduce the number of people killed or seriously injured on our roads; Traffic calming schemes, 20-mph residential zones, education and training. Amongst other things, a traffic-calming scheme for Southfield Road has commenced together with new crossing facilities on Acklam Road, Ladgate Lane and Low Lane.

Increase use of cycling and walking.

- Continue to develop cycling improvements to encourage increased cycling levels, particularly within schools. New cycle parks commenced on Ormesby Road and Abingdon Road.

Action plan 2009/2010

Promote economic vitality.

Establish the physical environment and infrastructure that encourages and supports economic vitality.			
Ref	Action	Deadline	PI links
RG18	Commence funding bid and implementation strategy for Linthorpe Road Central to support expansion of a key retail area within the town.	Mar. 2010	NI151-153 NI166 NI171-172
RG19	Prepare planning guidance for Greater Middlehaven to facilitate development.	Mar. 2010	
RG20	Complete town centre strategy and bring forward development sites.	Sep. 2009	
RG21	Develop Business Location Plan to steer future physical investment priorities.	Dec. 2009	
RG22	Deliver town centre marketing programme.	Mar. 2010	
RG23	Complete the consultants' masterplan/feasibility reports for two Single Programme projects for Linthorpe Road Central and St. Hilda's.	Mar. 2010	

Provide business support that encourages more businesses to set up, locate and grow here.			
Ref	Action	Deadline	PI links
RG24	Engage 550 businesses through a range of measures including Middlesbrough Business Forum, business support initiatives and town centre activities.	Mar. 2010	NI151-153 NI161-165 NI166 NI171-173 NI174
RG25	Assist 360 businesses through a range of measures including start-up assistance, grants and non-financial assistance, DigitalCity Business and Middlesbrough Safer Shopping Scheme.	Mar. 2010	
RG26	Establish and attract 75 new businesses through a range of measures including start-up assistance, grants and non-financial assistance, DigitalCity Business and Middlesbrough Safer Shopping Scheme.	Mar. 2010	
RG27	Create/attract 280 new jobs through a range of measures including start-up assistance, grants and non-financial assistance, DigitalCity Business and Middlesbrough Safer Shopping Scheme.	Mar. 2010	

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

Ref	Action	Deadline	PI links
RG29	Reduce the unemployment rate gap between Middlesbrough and the Tees Valley by maintaining the Local Employment Strategy to ensure it is developed and responds to opportunities and aligned to regional and sub-regional approaches.	Mar. 2010	NI151-153 NI161-165 NI166 NI173 NI174
RG30	Engage residents, particularly those furthest from the labour market, to move towards employment, including 600 job seekers engaged through the Neighbourhood Employment Gateways.	Mar. 2010	NI151-153 NI161-165 NI173
RG31	Assist local people from priority neighbourhoods into jobs, with 300 people assisted into employment through WNF funded priority 3 infrastructure projects.	Mar. 2010	

Change attitudes by promoting Middlesbrough's success.

Ref	Action	Deadline	PI links
RG32	Deliver Middlesbrough Image Campaign, including Media campaign and Middlesbrough ambassadors scheme.	Mar. 2010	
RG33	Coordinate range of seasonal activities that promote the image of Middlesbrough town centre.	Mar. 2010	L3
RG34	Develop mima's international partnerships e.g. Tate Connects and Art Fund International to promote Middlesbrough's international standing; commence one project with the Tate and undertake three international research trips as part of the Art Fund International scheme.	Mar. 2010	
RG35	Deliver Design Week, awarding schemes throughout the town in order to enhance the cultural reputation of Middlesbrough.	Sep. 2009	

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

Ref	Action	Deadline	PI links
RG36	Hold a literary festival to promote community engagement and provide a positive library experience.	Mar. 2010	NI9 NI10 NI11 NI171-172
RG37	Develop and deliver a series of high quality events to showcase and profile Middlesbrough including Music Live, the Mela, Winter Lights and Christmas Festivities.	Mar. 2010	
RG38	Achieve 2,000 work opportunities (measured in days) for creative industries through programmes and events led by Culture and Tourism and their delivery partners.	Mar. 2010	

	Promote regeneration through flagship cultural projects that act as economic drivers.		
Ref	**Action**	**Deadline**	**PI links**
RG39	Increase visitors to and users of Tourist Information Centre services by 2% from 44,746 to 45,640 by marketing events and improving the information offered through visitmiddlesbrough website.	Mar. 2010	NI9 NI10 NI11
RG40	Achieve a contribution of £4.5m to the local economy through attendances at arts events, programmes and festivals.	Mar. 2010	NI9 NI10 NI11 NI171-172

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

	Rejuvenate the housing stock.		
Ref	**Action**	**Deadline**	**PI links**
RG41	Continue the acquisition programme in housing market renewal areas at St Hilda's and Gresham older housing proposed clearance area; acquire a further 40 residential and up to 5 commercial properties.	Mar. 2010	
RG42	Progress the demolition of 15 properties in the Gresham older housing proposed clearance area to facilitate the realisation of the council's Older Housing Vision.	Dec. 2009	NI170 BV64 BV106
RG43	Prepare with partners a public realm improvement scheme in Trinity Crescent to improve public realm in the market square to complement surrounding development.	Mar. 2010	

	Ensure that the type and mix of new housing provides choice.		
Ref	**Action**	**Deadline**	**PI links**
RG44	Review the operation of the Tees Valley Sub-Regional Choice Based Letting Scheme to ensure citizens can access affordable housing options across borough boundaries.	Mar. 2010	
RG45	Appoint consultants to undertake technical studies for Hemlington Grange to enable the site to be brought forward for development as a strategic urban extension.	Mar. 2010	NI154 NI155 NI159
RG46	Seek approval for the Tees Valley Sub-Regional Housing Strategy to communicate key housing objectives, priorities and required joint actions for the sub region to its stakeholders and potential funders.	Mar. 2010	

Improve and maintain existing housing.			
Ref	**Action**	**Deadline**	**PI links**
RG47	Update Middlesbrough's stock condition survey to ensure timely and valid data to inform the council's strategies and plans and its performance in relation to private sector decent homes standards.	Mar. 2010	NI187
RG48	Seek approval to operate a Regional Loans Scheme for 2010/11 so that the council can access regional funds to help vulnerable homeowners improve the standard of their properties.	Mar. 2010	
RG49	Deliver environmental facelift improvement scheme to 137 homes, to help improve and maintain existing housing and assist the council to deliver its new vision for older housing.	Mar. 2010	-

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

Improve access to work and important services.			
Ref	**Action**	**Deadline**	**PI links**
EN39	Complete the construction of the North Middlesbrough Accessibility Scheme to improve access to the Middlehaven area.	Mar. 2010	NI175 NI176 NI167
EN40	Adopt Network Management Plan as required by the Traffic Management Act and commence the delivery of the approved action plan.	Sep. 2009	
EN41	Adopt Parking Strategy and commence the delivery of the approved action plan.	Sep. 2009	
EN42	Develop a programme to migrate from the current Urban Traffic Control system to a broader Intelligent Transport System for Middlesbrough and the Tees Valley.	Mar. 2010	
EN43	Undertake consultant study into feasibility of new multi storey car parks for the town.	Dec. 2009	
EN44	Commence the use of the Transport Asset Management Plan to direct investment priorities.	Sep. 2009	
EN45	Develop an action plan for the Transporter Bridge Centenary celebrations.	Dec. 2009	

Avoid congestion.			
Ref	**Action**	**Deadline**	**PI links**
EN46	Adopt a work place travel plan for Middlesbrough Council and commence the implementation of the action plan.	Jul. 2009	NI167 NI177
EN47	Create a partnership for the delivery of Travel Awareness Campaigns, associated with the LTP and the Healthy Towns programme.	Sep. 2009	

Improve public transport.

Ref	Action	Deadline	PI links
EN48	Commence implementation of Middlesbrough's element of the Connect Tees Valley Bid to improve bus services over a three-year programme, with a first year focus on Marton Road and Bus Station improvements.	Jul. 2009	NI167 NI177 NI178
EN49	Implement a Real Time Bus Information System and improved bus waiting facilities to improve the safety of passengers.	Mar. 2010	
EN50	Introduce Connect Tees Valley transport information portal and ensure Middlesbrough web pages are fit for purpose.	Sep. 2009	NI167 NI177 NI178
EN51	Prepare bids for improvements at Middlesbrough Station and James Cook Hospital, as part of the Tees Valley Metro Proposals.	Mar. 2010	
EN52	Develop a Rail Partnership and commence work on the "step free" disabled access at Middlesbrough rail station.	Mar. 2010	
EN53	Develop a Park and Ride Strategy with the JSU.	Mar. 2010	

Improve road safety.

Ref	Action	Deadline	PI links
EN54	Develop an Urban Safety Management Strategy.	Dec. 2009	NI47 NI48
EN55	Implement safety initiatives e.g. traffic calming schemes, 20mph residential zones, education and training etc. to reduce the number of people killed or seriously injured on our roads.	Mar. 2010	

Increase use of cycling and walking.

Ref	Action	Deadline	PI links
EN56	Introduce a programme of Safer Routes to School schemes and walking initiatives	Mar. 2010	NI175 NI167 NI198
EN57	Continue to develop cycling improvements to encourage increased cycling levels, particularly within schools, colleges and workplaces, as identified in the Healthy Towns funding bid.	Mar. 2010	

Securing environmental sustainability

Overarching vision and aims

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

> To improve and maintain Middlesbrough's local environment for the future and utilise resources efficiently to ensure an enhanced quality of life for residents and visitors, and those who work in the town.

Strategic priorities

This theme aims to improve the quality, cleanliness and safety of local public spaces and to make better, more sustainable use of natural resources and reducing waste. 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 has resulted in a significant increase in resources to improve the quality of the local environment.

Four priorities have been identified in order to further improve our environment in line with increasing aspirations of residents who wish to live in a higher quality environment.

Priority	Rationale
Improve the standard of cleanliness throughout the town.	Improving the cleanliness of 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. The introduction of the Council's Area Care teams has resulted in significant improvements in street cleanliness. However, as in most areas nationally, clean streets remain a key public concern in Middlesbrough, with over half of residents viewing litter as a problem.
Develop a high-quality network of public realm, open space and parks to serve the needs of the community.	Parks, play areas and green spaces enrich people's lives. Transforming green spaces and play areas to ensure they better serve the needs of local communities is a key driver of improving the local wellbeing and perceptions of the town. Middlesbrough's high-quality parks provide a relaxing environment for local residents to enjoy informal leisure and exercise opportunities – the parks are also used to host large-scale events such as the Mela in Albert Park and the Cleveland Show in Stewart Park. Centre Square, as well as providing the setting for MIMA, it acts as a venue for public events ranging from *Proms in the Park* and *Music Live* to the *Urban Farming* project.
Increase the amount of household waste that is recycled and composted.	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 going to landfill. Recycling is an important element of managing waste, and the area still lags some way behind the national average rate. The promotion of recycling is also very important when engaging the public on wider issues of environmental sustainability.

Priority	Rationale
Reduce carbon emissions and adapt for the adverse effects of 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 quantity of greenhouse gases. 54% of local residents have reported that they are concerned about climate change, and this number can only increase. By taking a lead on environmental improvement now, significant economic and social gains can be made. The Council has been awarded national Beacon Council status in this area and has become one of the first local authorities to adopt *One Planet Living* principles. The new development at Middlehaven will be the largest 'zero carbon' mixed-use development in the country.

The Mayor's agenda

Two of the Mayor's reduction priorities are supported by this theme. These are:

- reduce CO2 emissions
- reduce landfilled waste.

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Improve the standard of cleanliness throughout the town.							
◆	NI195a	Improved street and environmental cleanliness – levels of litter	7%	7.0%	None available	6.0%	6.0%
	NI195b	Improved street and environmental cleanliness – levels of detritus	4%	13.0%	None available	10.0%	9.0%
◆	NI195c	Improved street and environmental cleanliness – levels of graffiti	2%	4.0%	None available	4.0%	4.0%
	NI195d	Improved street and environmental cleanliness – levels of fly posting	0%	0.0%	None available	0.0%	0.0%
	NI196	Improved street and environmental cleanliness – fly tipping	3	1	None available	1	1
Develop a high-quality network of public realm, open space and parks to serve the needs of the community.							
◆	L5	Percentage of local residents satisfied with parks and open spaces.	73%	None set	TBC	Not measured	80%
	NI197	Improved local biodiversity – active management of local sites where positive conservation management has been or is being implemented.	23%	None set	None available	TBC	TBC
	NI199	Young people's satisfaction with parks and play areas.	42.2%	None set	Nat. av.=44.7% 2008/2009	TBC	TBC

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Increase the amount of household waste that is recycled and composted.							
◆	NI191	Residual household waste, kg per household	789	849	Nat. av.=798.5 2006/2007	840	790
	NI192	Household waste sent for reuse, recycled and composted	22.42% (e)	23%	Nat. av. =30.95% 2006/2007	24.5%	26%
	NI193	Percentage of municipal waste land filled	9.53% (e)	11%	Nat. av. =57.87% 2006/2007	7.0%	10%
Reduce carbon emissions and adapt for the adverse effects of climate change.							
	NI185	CO2 reduction from local authority operations.	32775	1.5% pa reduction	None available	1.5% pa reduction	TBC
	NI186	Per capita reduction in CO2 emissions in the (LA) area.	1.43% reduction	1% reduction	None available	1% reduction	2% reduction
◆	NI188	Planning to adapt to climate change - level of preparedness they have reached against the 5 levels of performance	Level 2	Level 2	None available	Level 3	Level 4
	NI189	Flood and coastal erosion risk management.	100%	None set	None available	100%	100%
	NI194	Level of air quality – % reduction in Nox and primary PM10 emissions through local authority's estate and operations. Deferred until 2009/10.	TBC	None set	None available	1.5% reduction	1.5% reduction

Local delivery arrangements

The Environmental Theme Action Group of the Middlesbrough Partnership oversees this theme.

The Partnership will build on the improvements in cleanliness standards in the town centre through the Area Care programme to ensure that all areas of the town can benefit from high standards of cleanliness.

The Partnership will build on the improvements made to make Middlesbrough a town offering a pleasant environment to residents and visitors. These improvements will take into account the future impact on the sustainability of the town and the planet. Recognising the importance of Middlesbrough's parks and green spaces, the Partnership will identify and secure funding to maintain and improve them, involving local people in future planning and development.

Having made changes in the town centre, both in design and care, the Partnership will work to improve other areas across the town so that they can benefit from the same high standards of public realm infrastructure.

The Partnership will manage waste responsibly, both by minimising the amount of waste that is produced, and by ensuring the re-use and recycling of materials where appropriate and sustainable.

Through partnership working, the impact on the climate will be minimised through projects such as green transport plans, clean energy and waste reduction. The Partnership will work with partners to promote environmental awareness, and encourage residents, school children and local businesses to change their behaviour with regard to issues such as littering, dog control, fly tipping, recycling, and dealing with their residual waste.

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

The Council is the major contributor to this theme, through its provision of street scene services (area care), public open space, waste management and recycling and programmes promoting the reduction of carbon emissions and sustainable development.

The Environment Department leads on the 'Securing environmental sustainability' theme within the Council.

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

Improve the standard of cleanliness throughout the town.

- Reduced the proportion of relevant land classified as unclean due to litter to 6%.
- Expanded the NI 195 plus monitoring system to include quality monitoring of recycling and waste collection services.
- Developed a positive working relationship with Vale Contractors and Erimus.
- Integration of back alley cleansing operations.
- Street washing for high profile and high usage areas.
- Improved enforcement liaison to resolve recurring fly tips and back street dumping.
- Introduced a new approach to the installation of litter and dog-waste bins

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

- Delivered the Big Lottery Fund play portfolio capital schemes at Bonnygrove, and The Avenue, Nunthorpe.
- Developed a master plan for Newham Grange Leisure Farm to enhance facilities for the public.
- Consulted with the community on the preparation of strategy master plans for all of Middlesbrough's becks.
- Developed a SMART action plan for the Green Spaces Strategy.
- Developed and delivered capital schemes relating to the Play-Builder play funding allocation.
- Completed a series of environmental initiatives in parks and open spaces.
- Improved security on allotment sites.
- Reviewed the Parks and Countryside section to fully incorporate the Council's countryside functions.
- Implemented the Council's 'biodiversity duty' under the Natural Environment and Rural Communities Act.
- Implemented management plans for Berwick Hills Nature Reserve and Middlebeck.
- Increased resource availability within the Countryside team to carry out site-specific tasks and engage with site users.
- Hosted a Countryside Summit.
- Commissioned, with Environment City, an awards event to recognise best practice in the community.

- Consulted with residents on the proposed Joint Waste Management Strategy.
- Encouraged and assisted community groups and schools to organise local "clean ups".
- Consulted with allotment holders to develop action plans for site improvements.

Increase the amount of household waste that is recycled and composted.

- Introduced a revised Joint Waste Management Strategy for the Tees Valley.
- Further developed the joint working arrangements through the Tees Valley Joint Waste Management Group. This includes the production of a draft contract for the procurement of recycling services.
- Developed the process of waste education of a recycling and waste awareness programme.
- Completed the Waste Services Review.
- Continued to extend the use of wheeled bins across the town

Reduce carbon emissions and adapt for the adverse effects of climate change.

- Continuously measured air quality at three locations.
- Completed a statutory review on local air quality.
- Inspected all registered industrial and commercial processes at least once in the year.
- Delivered a town wide Climate Change Action Plan with local stakeholders.
- Published a Council wide Carbon Reduction and Climate Adaptation Action Plan.
- Implemented a National Beacon Award Programme, including three national workshops and a national conference.

Action plan 2009/2010

Improve the standard of cleanliness throughout the town.			
Ref	**Action**	**Deadline**	**PI links**
EN58	Review back alley operations and introduce improved joint working arrangements, environmental education and enforcement initiatives.	Oct. 2009	NI195a
EN59	Review weed prevention and control arrangements on footpaths and open spaces and implement improvements.	Sep. 2009	NI195b

Develop a high-quality network of public realm, open space and parks to serve the needs of the community.			
Ref	**Action**	**Deadline**	**PI links**
EN60	Deliver the Stage 2 Stewart Park 'Parks for People' Heritage Lottery Bid.	Jun. 2009	
EN61	Improve local play area provision, utilising Play-builder funding, improving ten existing playgrounds and providing one new playground.	2009/2011	L5
EN62	Manage and submit applications for external funding to support future open space developments at Newham Grange Leisure Farm and Stewart Park.	Mar. 2010	NI197 NI199
EN63	Review allotment provision, including current and future procedures, policies and practices.	Sep. 2009	
EN64	Obtain Green Flag award for Fairy Dell.	Sep. 2009	

Increase the amount of household waste that is recycled and composted.			
Ref	**Action**	**Deadline**	**PI links**
EN65	Review kerbside recycling collection arrangements and procure new collection contract to commence in April 2010.	Jan. 2010	NI191
EN66	Provide recycling facilities in all Youth and Community Centres across Middlesbrough.	Jul. 2009	NI192 NI193
EN67	Develop re-use schemes for bulky and/or electrical waste.	Aug. 2009	

	Reduce carbon emissions and adapt for the adverse effects of climate change.		
Ref	**Action**	**Deadline**	**PI links**
EN68	Develop specifications for the Crematorium upgrade to meet emission standards.	Dec. 2009	NI185 NI186
EN69	Prepare an ecological foot-printing scheme to support the One Planet Living work programme and allow monitoring of progress towards One Planet Living targets.	Dec. 2009	NI188 NI189 NI194
EN70	Establish a new One Planet Living action plan, including flagship initiatives, to supersede the Council's Environmental Sustainability Strategy.	Mar.2010	
EN71	Review the Environmental Management Systems framework and revise to complement One Planet Living.	Mar.2010	
EN72	Coordinate delivery of Middlesbrough's Climate Change Community Action Plan and deliver a corporate Carbon Reduction and Climate Adaptation (CRACA) programme.	Mar.2010	
EN73	Deliver a community environmental education and awareness-raising programme in relation to environmental sustainability, environmental management systems and climate change.	Mar.2010	
EN74	Complete the 'Tackling Climate Change' Beacon Council programme of activities.	Mar.2010	

Fit for Purpose

The previous pages demonstrate how the Council contributes to the themes of the Sustainable Community Strategy. Other partners will contribute in different ways and this will be demonstrated in their own key business documents.

The 'Fit for Purpose' theme is specific to the Council. This theme identifies the Council's organisational commitments and objectives, which help to ensure the Council is organisationally 'fit for purpose'.

As reflected recently by Comprehensive Performance Assessment and associated inspections, the Council continues to make significant improvements in its fitness for purpose. The Council remains one of the highest performing Councils nationally under CPA, achieving the highest score of 4 in its Corporate Assessment and Use of Resources and four stars overall (the maximum score).

Aim and strategic priorities

To ensure that the Council is organisationally 'fit for purpose' to act as a community leader and contribute effectively to the achievement of the Sustainable Community Strategy and Local Area Agreement.

This will be achieved by effectively and efficiently:

- managing finances;
- governing the business ;
- managing resources; and
- managing performance.

The Central Services Grouping leads on the 'Fit for Purpose' theme within the Council, supported by performance, policy and finance teams within each department.

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

Key performance targets

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Managing finances.							
	NI179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (cumulative total, £000s).	6,132	4,759	TBC	9,677	14,753

LAA	Ref	Description	2008/2009 performance		National comparison	Future targets	
			Actual	Target		2009/2010	2010/2011
Managing finances.							
	NI180	The number of changes in circumstance which affect customers' HB/CTB entitlement within the year.	720 per 1,000 caseload	887 per 1,000 caseload	TBC	1113 per 1,000 caseload	TBC
	NI181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.	11.14 days (e)	14.1 days	TBC	13.5 days	TBC
	BV8	Proportion of invoices paid within 30 days.	92.8%	94%	Bottom quartile 2007/2008	96%	96%
	BV9	Proportion of Council Tax collected during the year.	95.1%	98.0%	Bottom quartile 2007/2008	98.0%	98.0%
	BV10	Proportion of Business Rates collected during the year.	98.3%	99.0%	Bottom quartile 2007/2008	99.0%	99.0%
Governing the business.							
	NI14	Avoidable contact: The average number of customer contacts per resolved request.	12.29%	None set	TBC	12.29%	TBC
Managing resources.							
	NI140	Fair treatment by local services.	73.5%	None set	TBC	Not measured	75%
	BV2b	Score against Duty to promote race equality.	100%	100%	Maximum level	100%	100%
	BV 11a	Percentage of the top 5% of earners that are women.	52.92%	52.0%	Top quartile 2007/2008	53.00%	53.50%
	BV 11b	Percentage of the top 5% of earners that are from BME communities.	1.6%	1.6%	3rd quartile 2007/2008	1.6%	1.65%
	BV 11c	Percentage of the top 5% of earners that are disabled.	3.3%	3.5%	2nd quartile 2007/2008	3.3%	3.5%
	BV12	Number of day's sickness absence per employee per year.	9.3	8.75	3rd quartile 2007/2008	9.00	8.75
	BV 16a	Percentage of employees with a disability.	2.7%	2.8%	3rd quartile 2007/2008	2.7%	2.85%
	BV 17a	Percentage of employees from BME communities.	2.75%	2.8%	2nd quartile 2007/2008	2.75%	2.8%
	BV156	Percentage of Council buildings accessible and suitable for disabled people.	61.1%	58%	Not available	65.0%	TBC

Performance evaluation 2008/2009

Key achievements under the Fit for Purpose theme in the past year have included:

Managing finances.

- Achieved maximum score of 4 in the Council's Use of Resources Assessment.
- Completed a review of the Council Tax collection process and implemented improvements.
- Revised corporate procurement strategy.
- Adopted Value for Money Strategy.

Governing the business.

- Embedded the Council's Data Quality policy.
- Prepared a corporate ICT strategy.
- Established full member training programme.
- Produced Annual Scrutiny report.
- Retained Lexcel accreditation of Legal Services.

Managing resources.

- Achieved Level 4 of the Equality Standard for Local Government.
- Produced Annual Equality and Diversity report.
- Achieved corporate Investors in People accreditation.
- Progressed workforce planning across the Council.
- Completed Phase 2 of Job Evaluation.

Managing performance.

- Retained the Council's 4 star rating under the CPA framework.
- Achieved 'improving strongly' in the Council's Direction of Travel Assessment.
- Achieved maximum score of 4 in the Council's Corporate Assessment.
- Reviewed and refreshed Local Area Agreement 2008/2011.
- Reviewed governance arrangements for the Middlesbrough Partnership and implemented improvements.

Action plan 2009/2010

Managing Finances.			
Ref	Action	Deadline	PI links
CS01	Complete the delivery of the Procurement action plan and progress the Procurement development plan.	Mar. 2010	NI179
CS02	Work with departments to progress the Council's value for money review programme, in line with the adopted VFM strategy.	Mar. 2010	NI179
CS03	Continue to provide a 4 star Benefit service.	Ongoing	NI180 NI181
CS04	Undertake review of processes to ensure prompt payment of invoices.	Sep. 2009	BV8
CS05	Undertake follow-up review to ensure improvements to Council Tax collection processes are embedded	Jul. 2009	BV9
CS06	Manage the transition to local housing allowance.	Mar. 2010	-

Governing the business.			
Ref	Action	Deadline	PI links
CS07	Complete review of future partnership arrangements with Mouchel.	Sep. 2009	NI179 NI14 BV8 BV9 BV10 NI180 NI181
CS08	Ensure successful implementation of ICT infrastructure and Mobile working programmes.	Mar. 2010	NI179
CS09	Develop a new ICT Application Management Strategy.	Mar. 2010	NI179
CS10	Complete review of the Council website strategy and support arrangements and implement action plan.	Mar. 2010	NI179 NI14
CS11	Identify and address additional information needs in respect local inequalities in the light of the Comprehensive Area Assessment framework.	Mar. 2010	NI179 NI140
CS12	Develop an Intelligence Strategy for the Council, coordinating and developing existing approaches to data, information and knowledge management.	Mar. 2010	NI179 NI140
CS13	Implement new Geographical Information Strategy.	Mar. 2010	NI179 NI140
CS14	Produce and launch new corporate identity guidelines.	Mar. 2010	-

Governing the business.			
Ref	**Action**	**Deadline**	**PI links**
CS15	Review corporate complaints information to ensure that it used effectively in service design and development.	Mar. 2010	-
CS16	Manage 2008 European Elections.	Mar. 2010	-
CS17	Obtain successful re-assessment of Lexcel.	Mar. 2010	-

Managing resources.			
Ref	**Action**	**Deadline**	**PI links**
CS18	Review the Single Equality Scheme for the Middlesbrough Partnership and the associated corporate document.	Sep. 2009	NI140 BV2b BV11a BV11b BV11c BV16a BV17a
CS19	Develop a strategy to embed religion or belief and sexual orientation monitoring within equality monitoring processes.	Sep. 2009	
CS20	Work with partners such as Jobcentre Plus and Positive Action Training Highway (PATH) to develop at least one initiative each year with specific links to identified skill-shortage areas (as part of the Positive Steps action plan).	Mar. 2010	
CS21	Continue work to ensure equality monitoring of courses delivered departmentally is embedded.	Mar. 2010	
CS22	Embed equality monitoring within training commissioned by Departments.	Mar. 2010	
CS23	Complete implementation of Single Status and then complete a full Equal Pay review.	Mar. 2010	NI179
CS24	Improve recording of all types of training delivered by departments and recording of progression.	Mar. 2010	-
CS25	Review current provision of workforce information and develop a project plan to deliver improvements.	Mar. 2010	NI179
CS26	Introduce a career pathways approach to assist first line and middle manager development.	Mar. 2010	-
CS27	Continue to work with Departments to reduce absence from work due to ill health, in line with corporate policy.	Mar. 2010	BV12

Managing performance.			
Ref	**Action**	**Deadline**	**PI links**
CS28	Publish the revised Sustainable Community Strategy for Middlesbrough, setting out the vision for the future of the area.	Jul. 2009	-
CS29	Complete the annual review and refresh of the Middlesbrough Local Area Agreement 2008/2011.	Apr. 2009	-

Managing performance.			
Ref	**Action**	**Deadline**	**PI links**
CS30	Revise and re-publish the 2008/2011 Strategic Plan and oversee the development of Service Plans.	Jun. 2009	-
CS31	Complete the LPSA 2 monitoring process and secure Performance Reward Grant from the Government.	Jul. 2009	-
CS32	Raise the profile of the Middlesbrough Partnership and further develop the working relationship between the Executive Board and the Partnership Action Groups.	Sep. 2009	-
CS33	Manage the first Comprehensive Area Assessment for Middlesbrough.	Nov. 2009	-
CS34	Aim to achieve the maximum score of 4 in the CAA Organisational Assessment.	Nov. 2009	-
CS35	Continue to embed business continuity management across the Council.	Sep. 2009	-
CS36	Develop a minimum standard for corporate strategy and policy development, including a comprehensive impact assessment process focused on the principles of sustainability.	Sep. 2009	-

Appendices

Local performance against the National Indicator Set

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
◆	NI1	Percentage of people who believe people from different backgrounds get on well together in their local area.	Not measured	74%	Not measured	70.8%	None set	Bottom quartile 2006/2007	Not measured	74.8%
	NI2	Percentage of people who feel that they belong to their neighbourhood.	Not measured		Not measured	60.7%	None set	None available	Not measured	63%
	NI3	Percentage of people involved in civic participation in the local area.	Not measured	Not measured	Not measured	13.3%	None set – baseline year	None available	Not measured	TBC
◆	NI4	Percentage of people who feel they can influence decisions in their locality.	Not measured	33%	Not measured	36.1%	None set	Top quartile 2006/2007	Not measured	39.7%
	NI5	Percentage of people who are satisfied with the local area.	Not measured	64%	Not measured	73.6%	None set	Nat. av.=73% 2006/2007	Not measured	75.7%
◆	NI6	Percentage of people who are participating in regular volunteering.	Not measured	Not measured	Not measured	16.1%	None set – baseline year	None available	Not measured	19.7%
◆	NI7	Percentage contribution that is made to an environment in which independent third sector organisations can operate successfully.	Not measured	Not measured	Not measured	17.7%	None set – baseline year	Nat. av.=16.2% 2008/2009	Not measured	24.3%
◆	NI8	Percentage of adults participating in sport and active recreation.	19.3%	Not measured	21%	Not yet available TBC in 2010	20.5%	Nat. av.=21.3% 2007/2008	22%	23.3%
	NI9	Percentage of people using public libraries.	Not measured	Not measured	Not measured	49.8%	None set – baseline year	Nat. av.=48.5% 2008/2009	52.9%	55.9%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI10	Percentage of people visiting museums or galleries.	Not measured	Not measured	Not measured	50.8%	None set	Nat. av.=53.8% 2008/2009	53.9%	57%
◆	NI11	Percentage of people engaging in the arts.	Not measured	Not measured	Not measured	35.3%	None set	Nat. av.=45.2% 2008/2009	38.1%	41.1%
	NI12	Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity	Not measured	Not measured	Not measured	Not measured	None set	None available	Deleted	Deleted
	NI13	Migrants' English language skills and knowledge.	Not measured	Not measured	Not measured	32%	None set	None available	32%	32%
	NI14	Avoidable contact: The average number of customer contacts per resolved request.	Not measured	Not measured	Not measured	12.29%	None set	None available	12.29%	TBC
◆	NI15	Serious violent crime rate per 1,000 population.	Not measured	Not measured	1.06	0.7(e)	1.03	None available	0.67	0.65
◆	NI16	Serious acquisitive crime rate per 1,000 population.	Not measured	Not measured	31.71	23.15	28.37	None available	27.74	26.79
◆	NI17	Perceptions of anti-social behaviour.	Not measured	35.0%	Not measured	26.9%	None set	None available	Not measured	23.9%
◆	NI18	Adult re-offending rates for those under probation supervision.	Not measured	Not measured	15.81% (Teesside)	15.81% (Teesside)	13.4 (Teesside)	TBC	15.19% (Teesside)	14.58% (Teesside)
◆	NI19	Rate of proven re-offending by young offenders.	Not measured	1.7	??	1.64	1.64	None available	1.59	1.53
◆	NI20	Assault with injury crime rate per 1,000 population.	Not measured	Not measured	12.32	11.80	11.76	None available	10.8	10.24

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI21	Dealing with local concerns about anti-social behaviour and crime by the local council and police.	Not measured	Not measured	Not measured	28.1%	None set	None available	Not measured	TBC
	NI22	Perceptions of parents taking responsibility for the behaviour of their children in the area.	Not measured	??	Not measured	25.3%	None set	None available	Not measured	TBC
	NI23	Perceptions that people in the area treat one another with respect and consideration.	Not measured	57%	Not measured	39.4%	None set	None available	Not measured	??
	NI24	Satisfaction with the way the police and local council dealt with anti-social behaviour	Not measured	Not measured	Not measured	Not measured	None set	None available	Deleted	Deleted
	NI25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	Not measured	Not measured	Not measured	Not measured	None set	None available	Deleted	Deleted
	NI26	Specialist support to victims of a serious sexual offence. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	??	??
	NI27	Understanding of local concerns about anti-social behaviour and crime by the local council and police.	Not measured	Not measured	Not measured	29.3%	None set	None available	Not measured	TBC
	NI28	Rate per 1000 population of serious violent offences that are recorded by the police and involve the use of a knife or other sharp instrument.	Not measured	Not measured	Not measured	0.84	None set	None available	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI29	Rate per 1000 population of crimes recorded by the police in which a gun is fired, used to cause injury or used as a threat.	Not measured	Not measured	0.06	0.17	None set	None available	TBC	TBC
◆	NI30	Re-offending rate of prolific and priority offenders.	Not measured	Not measured	Not measured	??	-20%	None available	-18%	??
	NI31	Re-offending rate of registered sex offenders. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
◆	NI32	Repeat incidents of domestic violence. Deferred until 2009/10.	Not measured	Not measured	Not measured	54% (e)	None set	None available	49%	44%
◆	NI33	Number of deliberate (i) primary and (ii) secondary fires per 10,000 population	Not measured	Not measured	146.5	95.3	137.7	None available	129.4	121.6
◆	NI33a	Arson incidents (per 10,000 population): Primary fires.	Not measured	Not measured	22.7	15.3	21.3	None available	20 (278)	TBC
◆	NI33b	Arson incidents (per 10,000 population): Secondary fires.	Not measured	Not measured	123.4	80	116.0	None available	109 (1512)	TBC
	NI34	Rate per 1,000 population of murder/manslaughter cases where the relationship between victim and suspect include (ex) spouse or (ex) partner.	Not measured	Not measured	0.01	0	None set	None available	0	0
	NI35	Building resilience to violent extremism.	Not measured	Not measured	Not measured	2.5	None set	None available	3.0	4.0
	NI36	Protection against terrorist attack.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI37	Level of awareness amongst the local population of civil protection arrangements in the local area.	Not measured	Not measured	Not measured	19.4%	None set	None available	Not measured	??
◆	NI38	Drug-related (Class A) offending rate. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
◆	NI39	Rate of Hospital Admissions (per 100,000) for Alcohol Related Harm.	Not measured	2,427	2,517	2,381(e)	2,905	None available	3,019	3,326
	NI40	Number of Drug users recorded as being in effective treatment.	Not measured	Not measured	1,211	1,510	1,325	None available	1,386	1,417
	NI41	Perceptions of drunk or rowdy behaviour as a problem.	Not measured	37%	Not measured	34.1%	None set	None available	Not measured	TBC
	NI42	Perceptions of drug use or drug dealing as a problem.	Not measured	53%	Not measured	38.3%	None set	None available	Not measured	TBC
	NI43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody.	5%	??	??	5.73%	5%	None available	TBC	TBC
	NI44	Ethnic composition of offenders on Youth Justice System disposals.	Not measured	Not measured	Not measured	??	??	None available	??	??
	NI45	Young offenders engagement in suitable education, employment or training.	90%	??	??	78.37%	90%	None available	TBC	TBC
	NI46	Young offenders access to suitable accommodation.	95%	??	95%	100%	??	None available	100%	100%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI47	People killed or seriously injured in road traffic accidents (reduction).	5.12% (03-05)	9.8% (04-06)	8.1% (05-07)	-8.2%	TBC	Nat. av. = 3.58% 2005-2007	TBC	TBC
	NI48	Children killed or seriously injured in road traffic accidents (reduction).	17.7% (03-05)	2.7% (04-06)	25% (05-07)	-25%	TBC	Nat. av. = 7.49% 2005-2007	TBC	TBC
	NI49	(i) Total number of primary fires per 100,000 population	Not measured	Not measured	309.2	232.9	287.7	None available	261	TBC
		(ii) Total Number of fatalities due to primary fires per 100,000 population	Not measured	Not measured	2	0	0	None available	0	TBC
		(iii) Total number of non-fatal casualties per 100,000 population	Not measured	Not measured	4.3	7.9	2.9	None available	10	TBC
	NI50	Percentage: Emotional health of children.	Not measured	Not measured	Not measured	65.3%	??	Nat. av. = 63.3% 2008/2009	TBC	TBC
	NI51	Effectiveness of child and adolescent mental health (CAMHs) services. Scored between 4 and 16/	Not measured	12	12	12	12	None available	13	13
	NI52	Percentage take up of school lunches: (a) primary school	Not measured	Not measured	63.1%	62.5%	65.2%	None available	63%	63%
		Percentage take up of school lunches: (b) secondary school	Not measured	Not measured	32.5%	32.7%	33%	None available	33%	33%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI53	(a) Prevalence of breastfeeding at 6 - 8 weeks from birth.	Not measured	Not measured	27.6%	24.6%	22%	None available	27.0%	32.3%
		(b) Percentage of infants for whom breastfeeding status is recorded.	Not measured	Not measured	Not measured	88.6% (at Q3)	85.0%	None available	90.0%	95.0%
	NI54	Parents' general experience of services for disabled children (aged 0 – 19) Deferred until 2009/10.	Not measured	Not measured	Not measured	??	11.0%	None available	11.0%	11.0%
	NI55	Obesity among primary school age children in Reception.	Not measured	11.3%	11.0%	11%	11%	Nat. av. =9.87% 2006/2007	11%	11%
◆	NI56	Obesity among primary school age children in Year 6.	Not measured	20.6%	21%	24%	21%	Nat. av. =17.48% 2006/2007	22.50%	22.30%
	NI57	Children and young people's participation in high-quality PE and sport – 2 hours within school.	Not measured	Not measured	85.0% (e)	??	90.0%	None available	TBC	TBC
		Children and young people's participation in high-quality PE and sport – 3 hours outside school. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
	NI58	Emotional and behavioural health of looked after children.	??	??	??	??	??	None available	??	??
◆	NI59	Percentage of initial assessments for children's social care carried out within 7 working days of referral.	79.4%	88.1%	82.2%	78.1%	86.0%	Nat. av.=71% 2007/2008	90.0%	93.0%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	84.0%	88.0%	92.0%	84.7%	93.0%	Nat. av. =80% 2007/2008	TBC	TBC
	NI61	Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption.	68.0%	86.0%	100%	75%	100%	Nat. av. =75% 2006/2007	TBC	TBC
	NI62	Stability of placements of looked after children: number of moves.	10.0%	10.7%	8.1%	12.2%	10.0%	Nat. av. =11.4% 2007/2008	10.0%	10.0%
	NI63	Stability of placements of looked after children: length of placement.	67.3%	74.4%	69.5%	72.5%	75.0%	Nat. av. =65.7% 2007/2008	TBC	TBC
	NI64	Child protection plans lasting 2 years or more.	5.0%	1.9%	0%	0%	0%	Nat. av. =5% 2007/2008	TBC	TBC
	NI65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.	18.8%	20.7%	10.1%	19.2%	10.2%	Nat. av.=14% 2007/2008	TBC	TBC
	NI66	Looked after children cases which were reviewed within required timescales.	76.0%	91.0%	87.8%	79.1%	95.0%	Nat. av.=85.3% 2006/2007	TBC	TBC
	NI67	Percentage of child protection cases which were reviewed within required timescales.	100%	100%	97.9%	100%	100%	Maximum level	100%	100%
	NI68	Percentage of referrals to children's social care going on to initial assessment.	91.6%	87.0%	79.6%	67.4%	70.0%	Nat. av.=59% 2007/2008	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI69	Children who have experienced bullying.	Not measured	Not measured	Not measured	52.8%	None set	Nat. av. =48% 2008/2009	TBC	TBC
	NI70	Rate per 1000 population. Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people.	191.91	219.6	197.8	220.8	217.1	Nat. av. =123.14 2006/2007	TBC	TBC
	NI71	Children who have run away from home/care overnight. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
◆	NI72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.	26.7%	24.0%	29.3%	36%	31.7%	Nat. av.=49% 2007/2008	34.9%	41.2%
◆	NI73	Achievement at level 4 or above in both English and Maths at Key Stage 2.	66.5%	66.0%	71.1%	69%	73.0%	Nat. av.=72% 2007/2008	76.0%	76.0%
	NI74	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)	60%	54%	55.0%	58.9%	60%	Nat. av.=67% 2006/2007	Deleted	Deleted
◆	NI75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths.	29.6%	30.9%	32.6%	35.8%	38.0%	Nat. av.=47.6% 2007/2008	40.6%	40.6%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI76	Reduction in the number of schools where fewer than 65% of pupils achieve level 5 or above in both English and Maths at KS2.	19	22	14	5	12	TBC	3	3
	NI77	Achievement at level 5 or above in both English and Maths at KS3 (Floor)	2	4	2	4	0	TBC	Deleted	Deleted
	NI78	Reduction in the number of schools where fewer than 30% of pupils achieve 5 or more a8-d grades and equivalent including GCSE English and Maths.	0	0	2	4	0	TBC	0	0
◆	NI79	Achievement of a Level 2 qualification by the age of 19.	57.0%	60.0%	61.8%	??	64.0%	Nat. av. =73.88% 2006/2007	68.0%	72.8%
	NI80	Achievement of a Level 3 qualification by the age of 19.	29.0%	32.0%	34.0%	??	54.0%	Nat. av. =47.98% 2006/2007	TBC	TBC
	NI81	Inequality gap in the achievement of a Level 3 qualification by the age of 19.	21.0%	21.0%	25.0%	??	None set	Nat. av. =25.44% 2006/2007	TBC	TBC
	NI82	Inequality gap in the achievement of a Level 2 qualification by the age of 19.	22.0%	26.0%	20.0%	??	None set	Nat. av. =25.21% 2006/2007	TBC	TBC
	NI83	Achievement at level 5 or above in Science at Key Stage 3	Not measured	60.57%	4	64.1%	65%	Nat. av.=73% 2006/2007	3	3
	NI84	Achievement of 2 or more A*-C grades in Science GCSEs or equivalent.	35.6%	36.1%	38.4%	45.4%	42.0%	Nat. av.=50.2% 2007/2008	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths).	??	??	??	153	??	TBC	??	??
	NI86	Secondary schools judged as having good or outstanding standards of behaviour.	Not measured	Not measured	55.6%	100%	77.8%	Maximum level	TBC	TBC
◆	NI87	Secondary school persistent absence rate.	13.7%	??	10.1%	7.9%	8.8%	Nat. av.=5.58% 2007/2008	7.5%	6.5%
	NI88	The percentage of schools providing access to the full core offer of extended services.	Not measured	Not measured	88.0%	91%	90.0%	None available	95.0%	100%
	NI89	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category.	??	??	1.7%	??	0.0%	TBC	??	??
	NI90	Take up of 14-19 learning diplomas.	Not measured	Not measured	1	0	0	None available	0	0
	NI91	Participation of 17 year-olds in education or training.	73.0%	77.8%	81.6%	??	None set	Nat. av. =77.32% 2006	TBC	TBC
◆	NI92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.	45.1%	42.3%	40.2%	42%	36.5%	Nat. av. =35.6% 2007/2008	36.0%	35.7%
◆	NI93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2.	80.6%	88.7%	88.6%	80%	90%	Nat. av. =83.6% 2006/2007	94%	93%
◆	NI94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2.	72.5%	76.3%	79.3%	74%	83.0%	Nat. av. =75.9% 2006/2007	89.0%	90%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	26.2%	16.1%	16%	16%	25%	Nat. av. =27.4% 2006/2007	Deleted	Deleted
	NI96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	54.3%	45.9%	55.0%	55%	53%	Nat. av.=58.6% 2006/2007	Deleted	Deleted
	NI97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	41.7%	40.3%	40.8%	40.8%	47.5%	Nat. av.=55.5% 2006/2007	Deleted	Deleted
	NI98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	22.3%	19%	16.0%	16.0%	22.5%	Nat. av.=27.9% 2006/2007	Deleted	Deleted
◆	NI99	Children in care reaching level 4 in English at Key Stage 2.	50%	71%	70.6%	??	50.0%	Nat. av.=45.9% 2006/2007	50.0%	57.1%
◆	NI100	Children in care reaching level 4 in Maths at Key Stage 2.	Not measured	53%	52.9%	??	50.0%	Nat. av.=43.4% 2006/2007	50.0%	66.7%
◆	NI101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths).	Not measured	Not measured	15.8%	??	16.7%	None available	33.3%	23.1%
	NI102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2.	29%	24%	24.1%	24.2%	None set	Nat. av.=24% 2006/2007	??	12.0%
	NI102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4.	19.7%	21.2%	21.2%	22.1%	None set	Nat. av.=28% 2006/2007	??	21.6%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI103a	Percentage of final statements of Special Education Needs (SEN) issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year.	Not measured	Not measured	Not measured	100%	None set	Maximum level	100%	100%
	NI103b	Percentage of final statements of SEN issued within 26 weeks as a proportion of all such statements issued in the year.	Not measured	Not measured	Not measured	90.9%	None set	None available	92%	93%
	NI104	The SEN/non-SEN gap – achieving Key Stage 2 English and Maths threshold.	54%	54%	54.3%	52.9%	None set	Nat. av.=52% 2006/2007	TBC	TBC
	NI105	The SEN/non-SEN gap – achieving 5 A*-C GCSE including English and Maths.	36.8%	35%	34.1%	37.2%	None set	Nat. av.=44.4% 2006/2007	TBC	TBC
	NI106	Young people from low-income backgrounds progressing to higher education.	20.13%	??	??	??	None set	Nat. av. =19.41% 2005/2006	TBC	TBC
	NI107	Key Stage 2 attainment for Black and minority ethnic groups.	65%	70%	64.0%	57.2%	None set	Nat. av.=71% 2006/2007	TBC	70.0%
	NI108	Key Stage 4 attainment for Black and minority ethnic groups.	30%	31.6%	27.5%	37.5%	None set	Nat. av.=45.5% 2006/2007	TBC	40.0%
	NI109	Delivery of Sure Start Children Centres.	Not measured	31%	92%	92%	100%	None available	100%	100%
	NI110	Percentage of young people participaing in any group activity led by an adult outside school lessons.	Not measured	Not measured	27.5%	63.9%	None set	Nat. av.=69.5% 2008/2009	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
◆	NI111	First time entrants to the Youth Justice System aged 10-17.	Not measured	Not measured	2,680	2,857	2,238	Nat. av.=1,840 2007/2008	2,630	2,520
◆	NI112	Reduction in the Under 18 conception rate (1998 baseline).	-13% (2005)	-25% (2006)	+0.3% (2007)	TBC	-32%	Nat. av.= -10.65% 2007	-47% (2009)	-55% (2010)
	NI113	Prevalence of Chlamydia in under 25 year olds	??	??	??	??	??	None available	??	??
	NI114	Rate of permanent exclusions from school.	0.17%	0.18%	0.20%	??	0.17%	Nat. av.=0.12% 2006/2007	??	??
◆	NI115	Substance misuse by young people.	Not measured	Not measured	Not measured	9.2%	None set	Nat. av.=10.9% 2007/2008	9.1%	9.0%
◆	NI116	The proportion of children who live in families in receipt of out of work benefits	Not measured	31.7%	??	??	29.2%	None available	27.9%	26.3%
◆	NI117	16 to 18 year olds who are not in education, training or employment (NEET).	13.7%	12.3%	10.6%	10.6%	10.1%	Nat. av.=6.7% 2007	9.8%	9.5%
	NI118	Take up of formal childcare by low-income working families.	15%	16%	??	TBC	??	Nat. av.=17% 2006/2007	TBC	TBC
	NI119	Self-reported measure of people's overall health and well-being.	Not measured	Not measured	Not measured	73.1%	None set	None available	Not measured	TBC
	NI120	All-age all cause mortality rate per 100,000 population.	730.06 (2005)	714.79 (2006)	725.5 (2007)	TBC	1366	Nat. av.=579.4 2007	1321	1276
		(a) All-age all cause mortality rate – Females.	611.81 (2005)	585.56 (2006)	628.08 (2007)	TBC	800	Nat. av. =488.71 2007	TBC	TBC
		(b) All-age all cause mortality rate – Males.	897.25 (2005)	879.86 (2006)	837.83 (2007)	TBC	566	Nat. av. =688.76 2007	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
◆	NI121	Mortality rate from all circulatory diseases at ages under 75 (per 100,000 population).	131.0 (2005)	110.1 (2006)	101.43 (2007)	106.9	91.8	Nat. av.=74.4 2007	87.33	83.64
	NI122	Mortality from all cancers at ages under 75 (per 100,000 population).	143.1 (2005)	153.5 (2006)	148.8 (2007)	131.6	128.9	Nat. av. =114.07 2007	128.9	126.3
◆	NI123	Stopping Smoking (number of self reported smoking quitters).	Not measured	1,450	1,294	996.8 (e)	1,300	Nat. av.=894 2007/2008	1,100	1,300
◆	NI124	People with a long-term condition supported to be independent and in control of their condition.	Not measured	Not measured	75%	Not measured	None set	Nat. av. =74.09% 2007/2008	76%	77%
	NI125	Achieving independence for older people through rehabilitation/intermediate care	Not measured	Not measured	Not measured	??	None set	None available	TBC	TBC
	NI126	The percentage of women receiving services provided in the area who have seen a midwife or a maternity healthcare professional, for health and social care assessment of needs, risks and choices by 12 completed weeks of pregnancy.	Not measured	Not measured	Not measured	98.1%	70%	None available	75%	90%
	NI127	Self reported experience of social care users. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
	NI128	User reported measure of respect and dignity in their treatment survey planned for 2009/10	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI129	End of life care - access to appropriate care enabling people to be able to choose to die at home.	19.3%	20.0%	22.2%	TBC	??	Nat. av.=19.5% 2007/2008	TBC	TBC
	NI130	Social Care clients receiving Self Directed Support during the year (Direct Payments and Individual Budgets) (per 100,000 population).	132.1	230.7	326	394	426	Nat. av. =166.57 2007/2008	526	626
	NI131	Delayed transfers of care from hospitals (per 100,000 population).	2.8	3.7	5.3	0.3	0.331(e)	Nat. av.=14.21 2007/2008	TBC	TBC
	NI132	Timeliness of social care assessment (all ages - within 28 days from first contact).	79.5%	78.9%	81.9%	81%	0	Nat. av. =79.53% 2007/2008	0	0
	NI133	Timeliness of social care packages (within 28 days of assessment).	80.2%	85.9%	96.8%	94%	97%	Nat. av. =90.94% 2007/2008	97.2%	97.5%
	NI134	The number of emergency bed days per head of weighted population.	0.5	0.5	??	0.5	0.2	Nat. av.=0.42 2006/2007	TBC	TBC
	NI135	Carers receiving needs assessment or review during the year and a specific carer's service, or advice and information.	14.8%	21.6%	19.1%	??	20.0%	Nat. av. =21.91% 2007/2008	22.0%	24.0%
	NI136	People supported to live independently through social services (all ages) (per 100,000 weighted population).	4,534	3,557	3,568	3,830	3,788	Nat. av. =3,143.09 2007/2008	3,878	3,964

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI137	Healthy life expectancy at age 65. Deferred until 2010/11.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
	NI138	Satisfaction of people over 65 with both home and neighbourhood	Not measured	64%	Not measured	83.3%	None set	Nat. av. =75.12% 2006/2007	Not measured	85%
	NI139	The extent to which older people receive the support they need to live independently at home.	Not measured	Not measured	Not measured	35.9%	None set	None available	Not measured	37%
	NI140	Fair treatment by local services.	Not measured	Not measured	Not measured	73.5%	None set	None available	Not measured	75%
	NI141	Number of vulnerable people achieving independent living.	Not measured	Not measured	98%	57.3%	98%	None available	98%	98%
	NI142	Number of vulnerable people who are supported to maintain independent living.	Not measured	Not measured	82%	95.3%	85%	None available	86%	88%
	NI143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or license.	79%	78%	77%	TBC	80%	Nat. av.=77% 2006/2007	TBC	TBC
◆	NI144	Offenders under probation supervision in employment at the end of their order or license.	28%	26%	25.7%	TBC	30%	None available	35%	40%
	NI145	Adults with learning disabilities (18-64) in settled accommodation	Not measured	Not measured	77%	70%	78%	None available	79%	80%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
◆	NI146	Percentage of adults with learning disabilities (18-64) in employment.	Not measured	Not measured	Not measured	8.3% (e)	8.3%	None available	TBC	TBC
	NI147	Percentage of care leavers in suitable accommodation	91.7%	94.4%	100%	87.5%	100%	Nat. av.=88.4% 2007/2008	100%	100%
	NI148	Percentage of care leavers in employment, education or training	52.0%	50.0%	63.6%	86.0%	65.0%	Nat. av.=64.9% 2007/2008	TBC	TBC
◆	NI149	Percentage of adults in contact with secondary mental health services in settled accommodation	Not measured	Not measured	83.0%	79%	83.5%	None available	84.0%	84.5%
◆	NI150	Percentage of adults in contact with secondary mental health services in employment.	Not measured	Not measured	Not measured	6%	6%	None available	TBC	TBC
◆	NI151	Overall employment rate (working-age).	68.1%	66.9%	66.3%	64.8% (June 2008)	None set	Nat. av.=74.5% (June 2008)	Reduce gap to NE av. to 3.7%	Reduce gap to NE av. to 3.7%
◆	NI152	Percentage of working age people on out of work benefits.	21.3%	20.9%	20.2%	20.17% (May 2008)	??	Nat. av.=11.3% (May 2008)	Reduce gap to NE av. to 3.7%	Reduce gap to NE av. to 3.1%
◆	NI153	Percentage of working age people claiming out of work benefits in the worst performing neighbourhoods.	34.1%	33.5%	??	32.3% (May 2008)	31%	Nat. av.=29.3% (May 2008)	28.5%	26%
◆	NI154	Net additional homes provided (cumulative).	Not measured	362	362	-227	400	TBC	800	1,200
	NI155	Number of affordable homes delivered (gross).	Not measured	120	60	26	15	TBC	176	TBC
	NI156	Number of households living in temporary accommodation.	Not measured	32	28	6	Less than 28	TBC	2	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI157	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types.	Major 84.0%	Major 92.0%	Major 93.0%	84.6%	85.5%	Nat. av. =71.79% 2008/2009	85.5%	TBC
			Minor 82.9%	Minor 88.0%	Minor 83.6%	76.1%	84.0%	Nat. av. =75.26% 2008/2009	84%	TBC
			Other 89.4%	Other 93.7%	Other 89.9%	84.6%	92.0%	Nat. av. =87.06% 2008/2009	92%	TBC
	NI158	Percentage of decent council homes.	??	??	??	??	??	None available	??	??
	NI159	Supply of ready to develop housing sites.	??	??	100%	100%	100%	Maximum level	100%	100%
	NI160	Local Authority tenants' satisfaction with landlord services.	??	??	??	??	??	None available	??	??
	NI161	Number of Level 1 qualifications in literacy (including ESOL) achieved.	Not measured	836	TBC	TBC	None set	TBC	TBC	TBC
	NI162	Number of Entry Level 3 qualifications in numeracy achieved.	Not measured	288	TBC	TBC	None set	TBC	TBC	TBC
◆	NI163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.	69.8%	67.8%	66.2%	TBC	70.8%	Nat. av.=68.9% 2007/2008	71.3%	72.3%
	NI164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher.	48.4%	44.8%	44.2%	TBC	None set	Nat. av.=49% 2007/2008	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher.	23.3%	20.6%	20.9%	TBC	None set	Nat. av.=30.1% 2007/2008	TBC	TBC
	NI166	Median earnings of employees in the area.	£358.1	£397	£401	£412.3	None set	TBC	Reduce gap to NE av. to £5.50	Reduce gap to NE av. to £5.00
	NI167	Congestion – average journey time per mile during the morning peak.	Not measured	Not measured	TBC	TBC	None set	None available	TBC	TBC
	NI168	Percentage of principal roads where maintenance should be considered.	14%	4%	TBC	1.0%	4.0% 1.0% on new rules set	None available	1%	TBC
	NI169	Percentage of non-principal classified roads where maintenance should be considered.	20%	7%	TBC	2.0%	7.0% 2.0% on new rules set	None available	2%	TBC
	NI170	Previously developed land that has been vacant or derelict for more than 5 years	Not measured	Not measured	0.94%	0.72%	None set	Nat. av.=1.83% 2007/2008	TBC	TBC
◆	NI171	The proportion of business registrations per 10,000 resident population aged 16 and above.	29.1	29	41	41	31.6	Nat. av.=64.2% 2007/2008	32.1	32.6
	NI172	Percentage of small business in an area showing employment growth.	12.1%	15.9%	15.9%	TBC	None set	Nat. av.=12.8% 2006/2007	TBC	TBC
	NI173	Flows on to incapacity benefit from employment.	??	1.2% (2006)	0.8% (2007)	0.8% (Sep. 2008)	None set	Nat. av.=0.6% (Sep. 2008)	Maintain distance from NE av.	Maintain distance from NE av.
	NI174	Skills gaps in the current workforce reported by employers.	25.4%	??	22.1%	TBC	None set	Nat. av.=15.3% 2007/2008	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI175	Access to services and facilities by public transport, walking and cycling.	Not measured	Not measured	100%	TBC	None set	None available	TBC	TBC
	NI176	Working age people with access to employment by public transport (and other specified modes).	Not measured	Not measured	87.05%	TBC	None set	Nat. av.=87.6% 2007/2008	TBC	TBC
◆	NI177	Local bus passenger journeys originating in the authority area.	Not measured	10.128m	10.386m	TBC	10.278m	TBC	10.170m	10.062m
	NI178	Bus services running on time (LTP 5).	Not measured	Not measured	Not measured	TBC	72.05%	None available	TBC	TBC
	NI178i	Bus Services Running on time: Percentage of non-frequent services on time.	Not measured	Not measured	Not measured	TBC	??	None available	TBC	TBC
	NI178ii	(Bus Services Running on time: Excess waiting time of frequent services (number of minutes).	Not measured	Not measured	Not measured	TBC	72.05%	None available	TBC	TBC
	NI179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (cumulative total, £000s).	6,535	8,793	1,3605	6,132	4,759	None available	9,677	14,753
	NI180	The number of changes in circumstance which affect customers' HB/CTB entitlement within the year.	Not measured	Not measured	Not measured	720 per 1,000 caseload	887 per 1,000 caseload	None available	1113 per 1,000 caseload	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI181	Number of days taken to process Housing Benefit/Council Tax Benefit new claims and change events.	Not measured	Not measured	Not measured	11.14 days (e)	14.1 days	None available	13.5 days	TBC
	NI182	Satisfaction of businesses with local authority regulation services.	Not measured	Not measured	Not measured	83%	82.6%	None available	83%	83%
	NI183	Impact of local authority regulatory services on the fair trading environment.	Not measured	Not measured	Not measured	3.03	3.03	None available	3	2.97
	NI184	Food establishments in the area which are broadly compliant with food hygiene law.	Not measured	Not measured	88%	91.1%	88%	None available	91.1%	91.1%
	NI185	CO^2 reduction from Local Authority operations.	Not measured	Not measured	Not measured	32775	1.5% pa reduction	None available	1.5% pa reduction	TBC
	NI186	Per capita reduction in CO^2 emissions in the LA area.	Not measured	-0.7	Not available	1.43% reduction	1% reduction	None available	1% reduction	2% reduction
◆	NI187	The proportion of households on income related benefits for whom an energy assessment of their housing has been carried out, living in homes with i) low energy efficiency ii) high energy efficiency	Not measured	Not measured	Not measured	SAP<35 6.86% SAP>65 39.87%	None set	None available	SAP<35 6% SAP>65 41%	SAP<35 5% SAP>65 42%
◆	NI188	Planning to adapt to climate change - level of preparedness they have reached against the 5 levels of performance. Level 0 - 4	Not measured	Not measured	Level 0	Level 2	Level 2	None available	Level 3	Level 4

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI189	Flood and coastal erosion risk management.	Not measured	Not measured	Not measured	100%	None set	None available	100%	100%
	NI190	Achievement in meeting standards for the control system for animal health. Deferred until 2009/10.	Not measured	Not measured	Not measured	Not measured	None set	None available	TBC	TBC
◆	NI191	Residual household waste, kg per household	876.2	914.4	900	789	849	Nat. av.=798.5 2006/2007	840	790
◆	NI192	Percentage of household waste sent for reuse, recycled and composted.	11.4%	15.4%	15%	22.42% (e)	23%	Nat. av. =30.95% 2006/2007	24.5%	26%
	NI193	Percentage of municipal waste land filled.	26.2%	16.1%	TBC	9.53% (e)	11%	Nat. av. =57.87% 2006/2007	7.0%	10%
	NI194	Level of air quality – % reduction in Nox and primary PM10 emissions through local authority's estate and operations. Deferred until 2009/10.	Not measured	Not measured	Not measured	TBC	None set	None available	1.5% reduction	1.5% reduction
◆	NI195a	Improved street and environmental cleanliness – levels of litter	Not measured	Not measured	8.0%	7%	7.0%	None available	6.0%	6.0%
	NI195b	Improved street and environmental cleanliness – levels of detritus	Not measured	Not measured	15.0%	4%	13.0%	None available	6.0%	9.0%
◆	NI195c	Improved street and environmental cleanliness – levels of graffiti	Not measured	Not measured	5.0%	2%	4.0%	None available	4.0%	4.0%
	NI195d	Improved street and environmental cleanliness – levels of fly posting	Not measured	Not measured	0%	0%	0%	None available	0%	0%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	NI 196	Improved street and environmental cleanliness – fly tipping	Not measured	1	2	3	1	None available	1	TBC
	NI197	Improved local biodiversity – active management of local sites where positive conservation management has been or is being implemented.	Not measured	Not measured	Not measured	23%	None set	None available	TBC	TBC
	NI198	Children traveling to school – mode of transport usually used	Not measured	Not measured	Not measured	5-10 yrs 24.1% 11-16 yrs 20.6%	None set	None available	TBC	TBC
	NI199	Young people's satisfaction with parks and play areas.	Not measured	Not measured	Not measured	42.2%	None set	Nat. av.=44.7% 2008/2009	TBC	TBC

Performance against local indicators

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
◆	L1	The number of learners to complete a full apprenticeship framework.	Not measured	425	??	TBC	495	Not applicable	530	565
◆	L2	Reduction in the waiting time for major adaptations to accommodation (weeks).	Not measured	Not measured	27	16.5	25.6	TBC	24.3	23.1
◆	L3	Percentage of Middlesbrough residents who think Middlesbrough is improving.	Not measured	Not measured	Not measured	72%	None set	Not applicable	74%	TBC
◆	L4	Develop additional extra care housing.	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	15 units
◆	L5	Percentage of local residents satisfied with parks and open spaces.	Not measured	80%	Not measured	73%	None set	TBC	Not measured	80%
	BV2b	Score against Duty to promote race equality.	100%	100%	100%	100%	100%	Maximum level	100%	100%
	BV8	Proportion of invoices paid within 30 days.	85.8%	92.8%	90.9%	92.8%	94%	Bottom quartile 2007/2008	96%	96%
	BV9	Proportion of Council Tax collected during the year.	92.8%	93.7%	95.0%	95.1%	98.0%	Bottom quartile 2007/2008	98.0%	98.0%
	BV10	Proportion of Business Rates collected during the year.	98.1%	99.1%	98.19%	98.3%	99.0%	Bottom quartile 2007/2008	99.0%	99.0%
	BV 11a	Percentage of the top 5% of earners that are women.	52.19%	51.5%	53.28%	52.92%	52.0%	Top quartile 2007/2008	53.00%	53.50%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	BV 11b	Percentage of the top 5% of earners that are from BME communities.	0.76%	0.76%	0.8%	1.6%	1.6%	3rd quartile 2007/2008	1.6%	1.65%
	BV 11c	Percentage of the top 5% of earners that are disabled.	3.0%	3.78%	3.8%	3.3%	3.5%	2nd quartile 2007/2008	3.3%	3.5%
	BV12	Number of day's sickness absence per employee per year.	11.8	10.5	10.3	9.3	8.75	3rd quartile 2007/2008	9.00	8.75
	BV 16a	Percentage of employees with a disability.	2.6%	2.8%	3.0%	2.7%	2.8%	3rd quartile 2007/2008	2.7%	2.85%
	BV 17a	Percentage of employees from BME communities.	2.5%	2.6%	2.7%	2.75%	2.8%	2nd quartile 2007/2008	2.75%	2.8%
	BV38	GCSE 5+ at grades A* - C (LPSA 2).	42.5%	48.9%	53.6%	61.5%	54.0%	Bottom quartile 2007/2008	None set	None set
	BV39	GCSE 5+ at grades A* to G inc. Eng & maths.	80.4%	79.9%	82.5%	83.5%	87.0%	Bottom quartile 2007/2008	None set	None set
	BV40	Key Stage Two Mathematics performance – Level 4.	71.0%	72.0%	77.0%	76.0%	81.0%	2nd quartile 2007/2008	None set	None set
	BV41	Key Stage 2 English performance – Level 4.	76.0%	74.0%	79.0%	79.0%	83.0%	3rd quartile 2007/2008	None set	None set
	BV43a	Statements of SEN issued - Excluding 'Exceptions'.	100%	100%	100%	100%	100%	Maximum level	None set	None set
	BV43b	Statements of SEN including 'exceptions'.	93.3%	100%	100%	100%	100%	Maximum level	None set	None set
	BV45	Absence in secondary schools (Strategic Plan & LAA. LPSA4A).	9.12%	10.74%	9.52%	8.91%	8.73%	Bottom quartile 2007/2008	None set	None set
	BV46	Absence in primary schools (Strategic Plan & LAA. LPSA 4B).	6.15%	6.43%	5.64%	5.59%	5.83%	Bottom quartile 2007/2008	None set	None set

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	BV50	Educational qualifications of looked after children.	56.5%	63%	63%	57%	65%	Not available	None set	None set
	BV56	Items of Equipment	76.3%	90%	89%	91% (e)	90%	3rd quartile 2007/2008	TBC	TBC
	BV64	Number of private sector dwellings that are returned into occupation or demolished.	93	114	131	139	150	Top quartile 2007/2008	TBC	TBC
	BV82a(i)	Percentage household waste recycled.	11.3%	13.61%	14.98%	15.08% (e)	19%	Bottom quartile 2007/2008	16.5%	17%
	BV82a(ii)	Tonnage household waste recycled.	6,848.65	8,771.16	9,404.61	9,230 (e)	12,987.39	3rd quartile 2007/2008	10,103	10,513
	BV82 b(i)	Percentage household waste composted.	0%	1.9%	4.24%	7.33% (e)	4%	Bottom quartile 2007/2008	8.5%	9%
	BV 82b(ii)	Tonnage household waste composted.	??	1,224.59	2,662.43	4,485 (e)	2,734.19	Bottom quartile 2007/2008	5,205	5,566
	BV 82c(i)	Percentage household waste using other energy sources.	83.93%	71.16%	67.02%	72.55% (e)	70%	Top quartile 2007/2008	70%	69.5%
	BV 82c(ii)	Tonnage household waste using other energy sources.	51,005	45,852	42,065.91	44,421 (e)	47,848.28	Top quartile 2007/2008	42,861	42,981
	BV 82d(i)	Percentage household waste landfilled.	4.8%	13.33%	13.83%	5.03% (e)	7%	Top quartile 2007/2008	5%	4.5%
	BV 82d(ii)	Tonnage household waste landfilled.	2,196.74	8,585.87	8681.01	3,079 (e)	4,784.33	Top quartile 2007/2008	3,061	2,783
	BV 84a	Household waste kilograms per head.	440.69	468.0	453.50	442.37 (e)	496.78	3rd quartile 2007/2008	447	451
	BV 84b	Percentage change in kilograms per head.	2.19%	9.46%	-3.65%	-2.55% (e)	3%	2nd quartile 2007/2008	1%	1%

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	BV106	New homes built on previous developed land.	85.0%	84.4%	74.4%	89.6%	60%	3rd quartile 2007/2008	70%	70%
	BV156	Percentage of Council buildings accessible and suitable for disabled people.	35.8%	44.2%	54.28%	61.1%	58%	Not available	65.0%	TBC
	BV161	Employment, education and training for care leavers	0.67	0.65	0.51	0.80	1.0	Not available	None set	None set
	BV163	Adoptions of looked after children	10.8%	7.5%	4.0%	9.2%	10.0%	Not available	None set	None set
	BV 178	The percentage of total length of footpaths and other rights of way which were easy to use by members of the public.	85.0%	94.2%	95.7%	94.3%	94.2%	Top quartile 2007/2008	94.3%	TBC
	BV 187	Percentage of footways with poor surface condition	8.1%	9.0%	8%	15% current 2 yr average is 12%	8% 12% based on 2 yr revised indicator	Top quartile 2007/2008	12%	TBC
	BV199a	Local street and environmental cleanliness – Litter and detritus	21%	19%	11%	9%	13%	3rd quartile 2007/2008	TBC	TBC
	BV199b	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	18%	11%	4%	2%	4%	Bottom quartile 2007/2008	TBC	TBC
	BV199c	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0%	0%	0%	0%	0%	Top quartile 2007/2008	TBC	TBC
	BV199d	Improved street and environmental cleanliness – fly tipping	Not measured	1	1	3	1	Maximum level 2007/2008	TBC	TBC

LAA	Ref	Description	Past performance			2008/2009 performance		National comparison	Future targets	
			2005/2006	2006/2007	2007/2008	Actual	Target		2009/2010	2010/2011
	BV213	Preventing Homelessness – number of households where homelessness prevented.	2.6	6.2	6.39	5.2	4.4	Top quartile 2007/2008	4.6	4.8
	BV215a	Rectification of street lighting faults (non DNO)	2.42	2.43	2.33	2.14	4.00	Top quartile 2007/2008	4	TBC
	BV215b	Rectification of street lighting faults (DNO)	33.45	19.18	13.54	12.56	20.00	Top quartile 2007/2008	20	TBC
	BV218a	Abandoned vehicles (investigation)	68.5%	85%	100%	89.73%	100%	Top quartile 2007/2008	76%	TBC
	BV218b	Abandoned vehicles (removal)	81.08%	91.0%	98%	100%	100%	Top quartile 2007/2008	86%	TBC
	BV219b	Preserving the special character of conservation areas: character appraisals.	57.14%	42.85%	85.71%	100%	100%	Top quartile 2007/2008	100%	100%
	BV221a	Participation In and Outcomes From Youth Work: Recorded Outcomes	55.0%	60.0%	66%	TBC	67%	2nd quartile 2007/2008	None set	None set
	BV221b	Participation In and Outcomes From Youth Work: Accredited outcomes	34.0%	39.0%	36%	TBC	37%	Top quartile 2007/2008	None set	None set
	BV224b	Condition of unclassified roads	10.2%	8.0%	17%	10%	20% 10% based on 2 yr revised indicator	Top quartile 2007/2008	10%	TBC
	BV225	Actions against domestic violence.	45.5%	81.8%	90.9%	90.9%	90.9%	Not available	90.9%	90.9%

Corporate Diversity Action Plan

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Creating stronger communities						
Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery.						
Review the adopted statement of community involvement (SCI) to accord with revised Town and Country Planning (Local Development) (England Amendment) Regulation 2008 relating to inclusive consultation processes.	H	Apr. 2009	Mar. 2010	LDF Budget	To ensure that engagement takes place with Middlesbrough's diverse population in the production of the new LDF.	Regeneration
Initial consultation to be completed October 2009.	H	Apr. 2009	Dec. 2009	LDF Budget	To ensure that engagement takes place with Middlesbrough's diverse population in the production of the new LDF.	Regeneration
Analysis of representation to identify those groups that have not engaged in the consultation process to assist in the development of improved engagement processes for future LDF consultation in accordance with the newly adopted SCI.	H	Dec. 2009	Mar. 2010	LDF Budget	To ensure that engagement takes place with Middlesbrough's diverse population in the production of the new LDF.	Regeneration
Revise and update Community Cohesion Strategy and action plan in partnership and consultation with the local community and key agencies in order to meet local need and address national priorities.	H	Apr. 2009	Dec. 2009	Officer time WNF funding and Area Based Grants.	To ensure that local communities are engaged and consulted in actively planning and developing a more cohesive community by promoting a common vision and shared values.	Regeneration
Revise and update Harmony Initiative Action Plan in partnership with Gold and Silver groups and in consultation with local communities.	H	Jun. 2009	Dec. 2009	Officer Time and PVE Pathfinder Funding	In support of NI 35 to build community resilience to extremism and support mainstream voices.	Regeneration
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.						
Link with shop mobility and Dial a ride to improve access to major events within the town.	M	Apr. 2009	Mar. 2010	Staff time	Encourage increased attendances at arts and cultural events and programmes.	YP

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Creating stronger communities						
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.						
Identify key representatives of LGBT (Lesbian, Gay, Bisexual, Transgender) to form part of Middlesbrough's Cultural Partnership.	M	Apr. 2009	Mar. 2010	Staff time	Ensure key stakeholders are involved in cultural action planning and targets.	SN/LB
Identify at least two BME representatives as part of the Cultural Champions communication and marketing improvement scheme.	H	Apr. 2009	Mar. 2010	Staff time and associated costs.	Ensure two way communication with and promotion to BME groups/ organisations of opportunities and events, including information regarding how to get involved.	LB/KP
Supporting children and young people						
Be healthy						
Reduce barriers to accessing school buildings by completing agreed access initiatives spending priorities, commissioning schemes and ensuring that the programme supports the CF&L action plan (TBC).	M	01-Apr-09	31-Aug-10	£207k per year Capital funding for two years (tbc) through the Access Initiative and existing staff resources.	100% of Access initiative funding spend on school based DDA schemes and programme completed.	Ann Beach / Sue Corner
To analyse reported incidents of homophobic bullying in schools and take appropriate action (TBC).	M	April 2009 April 2010 April 2011	March 2010 March 2011 March 2012	School Improvement	Reduce the number of reported incidents of homophobic bullying (no established baseline).	John O'Boyle
To support schools in developing Sexual and Relationship (SRE) in Personal Social Health Education (PSHE) programmes in partnership with Teenage Pregnancy Education Worker (TBC).	H	Apr-09	Jun-11	School Improvement	All pupils receive progressive, age appropriate SRE.	Janette Bainbridge
Implementing the multi-agency transitions team for children with a disability to further develop person centred planning (TBC).	H	01-Apr-09	31-Mar-10	Middlesbrough Council	Transitions team in place.	General Manager Children with Disabilities Services.
Make a positive contribution						
Identify and target specific groups to encourage more young people to become engaged in the decision making process (numbers TBC).	H	01-Apr-09	31-Mar-10	Voluntary Sector Liaison and Grants Manager	Increased number of young people receiving training.	Wendy Kelly

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Supporting children and young people						
Make a positive contribution						
Develop a programme of initiatives to encourage a more diverse membership of school governing bodies in order to reflect the diversity of the local population supported by the collection of ethnicity data for all governors appointed from May 2009 (TBC).	M	01-Apr-09	31-Mar-10	Governor Services Development Manager	School Governor ethnicity data recorded for all appointments after 1st May 2008.	Jackie Pinning
Develop a consultation programme for 14 - 21 year olds to explore barriers to usage.	H	01-Apr-09	31-Mar-10	Staff time and resources, grant funded (TBC) through Artist Rooms/Art Fund	In support of NI 10. Increase the number of visits to Museums and Galleries.	Marie Neeson
Engage with at least 25 primary schools (44%) including specialist schools and pupil referral units to engage in activities such as Young Persons' Debate and MGRID initiatives.	M	01-Apr-09	31-May-10	Executives Office staff/ Ward Councillors/ promotional materials.	Increased awareness of the role of Councillors, how that impacts on their lives and understanding why it's important to vote.	Nigel Sayer
Stay safe						
Increase the number of BME Foster placements available (TBC).	H	01-Apr-09	31-Mar-10	Middlesbrough Council Sahara Project	Annual increase of at least one available placement.	Fostering Team Manager
Enjoy and achieve						
Effective school tracking of ethnic minority pupils progress and appropriate intervention/ personalisation to ensure success (TBC).	H	01/07/2009 July 2010	01/06/2010 July 2011	School Improvement	Outcomes at least FFT B - increasingly FFTD Commensurate with levels of prior attainment in KS3.	Kevin Buckle
Ensure that attendance data analysis includes race and examine reported incidents of racist bullying in schools (TBC).	H	April 2009 April 2010 April 2011	March 2010 March 2011 March 2012	School Improvement	To ensure that pupils from ethnic minority backgrounds maintain good levels of school attendance.	John O'Boyle
Effective school tracking of disabled pupils progress and appropriate intervention/ personalisation to ensure success (TBC).	H	July 2009, 10 and 11	June 2010, 11 and 12	School Improvement	Outcomes at least FFT B - increasingly FFTD Commensurate with levels of prior attainment in KS3.	Kevin Buckle
Ensure that attendance data analysis includes disability and examine reported incidents of disability bullying in schools (TBC).	H	April 2009 April 2010 April 2011	March 2010 March 2011 March 2012	School Improvement	To ensure that disabled pupils maintain good levels of school attendance.	John O'Boyle

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Supporting children and young people						
Enjoy and achieve						
Effective school tracking of progress in relation to boys' English and appropriate intervention/ personalisation to ensure success (TBC).	H	July 2009, 10 and 11	June 2010, 11 and 12	School Improvement	Outcomes at least FFT B - increasingly FFTD Commensurate with levels of prior attainment in KS3.	Kevin Buckle
Conduct a research project to ascertain causal factors relating to girls persistent absence. Further action as a result of research (TBC).	M	April 2009 April 2010 April 2011	March 2010 March 2011 March 2012	School Improvement	To reduce the number of secondary school girls identified as persistent absentees.	John O'Boyle
Work with the community to ascertain when targets religious holidays should be taken. Need to establish a baseline (TBC).	M	April 2009 April 2010 April 2011	March 2010 March 2011 March 2012	School Improvement	To improve school attendance by rationalising the number of days absence taken through religious observance.	John O'Boyle
Ensure that diverse and minority groups are engaged over Primary Strategy for Change and individual schemes. BME, faith and other groups to be specifically planned for all consultation procedures and documentation. Schemes to be integrated with requirements through access initiative. DDA requirements and departmental Access Strategy (TBC).	M	Apr-09	Mar-11	Head of Service - Capital and Assets	BME, faith and other minority groups to be specifically planned for all consultation procedures and documentation.	Terry Sutcliffe
Promoting adult health and well-being, tackling exclusion and promoting equality						
Help promote health, well-being, independence, inclusion and choice.						
Promote apprenticeship opportunities within the BME Community (TBC).	M	01-Apr-09	30-Sep-09	Middlesbrough Council Marketing materials	Increased number of BME young people into apprenticeships.	George Bennett
Improve service provision in accordance with DCLG good practice checklist to enable disabled residents to live independently in their homes for as long as possible.	M	Apr-09	Oct-09	Staffing	Reduce waiting times for major adaptations to 24.3 weeks in 2009/10 from a baseline of 25.6 weeks in 2008/09.	Suzanne Hodge
Provide Work experience on horticultural projects for people with learning disabilities and mental health issues (numbers to be confirmed).	H	01-Apr-09	31-Mar-10	Assistant Parks and Countryside Manager	Increase employment of people with mental health issues and learning difficulties.	Eddie Jones

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Promoting adult health and well-being, tackling exclusion and promoting equality						
Ensure that, when people fall ill, they receive safe and effective services, when and where they need help and are empowered in their choice.						
Development of a single assessment process in relation mental health and implement the 'Time to Change' initiative in Middlesbrough (TBC).	H	01-Apr-09	31-Mar-12	Middlesbrough Council PCT	Assist in removing the stigma of mental health.	Ruth Hicks
Improve the quality of life of vulnerable people in Middlesbrough.						
Secure external funding following the expiry of Neighbourhood Renewal Funding (NRF) to continue to encourage more disabled people to be more active more often (TBC).	M	01-Apr-09	31-Mar-10	Project Officer Sport & Leisure	An additional 25 people with disabilities introduced to fitness each quarter through Rainbow, Clairville or Southland Leisure Centres.	Colin Duncan
Enhancing the Local Economy						
Ensure that the type and mix of new housing provided provides choice.						
Work with Social Care and RSL partners to reassess the need for new build properties that meet the needs of families where one or more members have a disability.	M	01-Apr-09	31-Mar-10	Staffing	Establish household disability needs to inform new build housing development.	Michael Quinn
Access to work and important services.						
Develop and design the project to provide two lifts for improved accessibility to both platforms and seek full planning approval for the project.	H	01-Apr-09	31-Mar-10	Network Rail /Transport and Design Services (T&D). This is a Network rail funded project.	Improved disabled access at Middlesbrough Railway Station.	Lesley Jackson
Install low floor bus platforms at all waiting facilities & automatic doors at Middlesbrough Bus Station.	H	01-Apr-09	30-Jun-09	LTP and Major Bus Scheme Bid	Improved disabled access at Middlesbrough Bus Station.	Lesley Jackson/Ron Dawson
Fit for Purpose						
Managing Resources						
Undertake audits to ensure Council buildings open to the public (retained BVPI 156 definition) are accessible for all users from a baseline of 65% (March 2010) to 70% by March 2011.	H	01-Apr-09	31-Mar-11	£180k	Ensuring access for all. Compliance with the DDA.	Central Services

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Fit for Purpose						
Managing Resources						
Undertake audits to ensure Council buildings open to the public (retained BVPI 156 definition) are accessible for all users from a baseline of 61.1% (March 2009) to 65% by March 2010.	H	01-Apr-09	31-Mar-10	Officer time, DDA Capital Schemes fund.	Ensuring access for all. Compliance with the DDA.	Central Services
Develop at least 4 'Changing Places' across the town and conduct a feasibility study into the introduction of a 5th.	H	01-Apr-09	31-Mar-11	Coporate Access Officer (Technical) £250k	Adult Changing facilities available at key locations across the town.	Central Services
Introduce 'Changing Places' in Middlesbrough Bus Station and the Neptune Centre.	H	01-Apr-09	31-Mar-10	Coporate Access Officer (Technical) £100k	Adult Changing facilities available at key locations across the town.	Central Services
Introduce 'Changing Places' in the Rainbow Leisure Centre and Newham Grange Leisure Farm.	M	01-Apr-10	31-Mar-11	Coporate Access Officer (Technical) £100k	Adult Changing facilities available at key locations across the town.	Central Services
Conduct a feasibility study into the possibility of introducing a 'Changing Place' as part of ongoing development at Middlehaven.	M	01-Apr-10	31-Mar-11	Coporate Access Officer (Technical) £50k	Adult Changing facilities available at key locations across the town.	Central Services
Utilise the annual workforce report to better inform departments of their current staff characteristics and enable departments to address areas where they have under-representation.	H	01-Apr-09	31-Mar-10	Employee payroll statistical support, HR Client Unit analysis of data. Printing costs.	Improved performance in relation to the retained diversity BVPIs. Contribution towards the requirements of the EFLG Level 3.	Central Services
Ensure departments incorporate equality actions as part of their departmental workforce plans, based upon the findings of the annual workforce planning report.	H	01-Apr-09	30-Sep-09	Officer time to support meetings and associated costs.	Contribution towards the requirements of the EFLG Level 3.	Central Services
Complete staff survey, analyse results and report findings for action.	H	01-May-09	30-Sep-09	Employee Services Mouchel Officer time.	Contribution toward the requirements of the Equality Framework for Local Government.	Central Services
Ensure that the survey content is improved to allow gathering of sexual orientation and religion and belief data.	H	01-May-09	30-Jun-09	Senior HR Client Officer	Improved understanding of the current employee composition providing an informed approach to workforce planning.	Central Services
Increase the number of men employed in early years and childcare training by encouraging men to enter childcare training. 5% 2009/10 15% 2010/11 20% 2011/12.	M	01-Apr-09	31-Mar-10	Childcare Workforce Development Manager	Increase in the number of men in the child workforce by 20% by 2012.	Eileen Rowe

Action	Priority	Timescales		Resources utilised	Benefits	Lead
		Start	Finish			
Fit for Purpose						
Managing Resources						
Ensure the current 'Equalities in Procurement' guidance continues to reflect best practice by reflecting forthcoming IDeA guidance on equalities in procurement within existing guidance.	H	01-Jun-09	31-Mar-10	Officer time.	Supports Council's work toward EFLG.	Central Services
Work with partners and departments to ensure one positive action trainee is placed within each department.	M	Apr-09	31-Mar-10	Trainee salaries	Contribution toward the retained diversity BVPIs. Each department should have one trainee in place by 31.03.10.	Central Services
Review the suite of guidance on how and when consultations should be undertaken and include advice on how and when data on sexual orientation and religion or belief should be collected.	M	01-Apr-09	31-Dec-09	Officer time.	Compliance with the EFLG.	Central Services
Undertake access audits of all other operational Council buildings to achieve a 100% audited from a baseline of 5.6% at March 2009.	M	01/04/2009	31-Mar-10	Financial - DDA Capital Schemes fund and officer time.	Reducing the amount of employees unable to attend work because of physical barriers contributing toward the retained BVPI for the number of employees with a disability.	Central Services
Managing Performance						
Achieve Level 3 (Excellent) under the Equalities Framework for Local Government.	H	01-Apr-09	31-Mar-11	Corporate Performance Officer	Assurance that the Council's practices meet national best practice.	Central Services
Review and develop a comprehensive approach to impact assessments.	H	01-May-09	01-Aug-09	Corporate Performance Officer	Retained BVPI 002a. The level of the Equality Standard for Local Govt to which the authority conforms is achieved at level 3 of the EFLG.	Central Services

Strategic Risk Register

Risk Management is both a statutory requirement and a key element of good management. Its implementation is important to the Council's ability to carry out its functions, as a partner within the Local Strategic Partnership and Local Area Agreement, a deliverer of public services, a custodian of public funds, a significant employer, and a leader in the local community.

Middlesbrough Council has developed and implemented a Risk Management Strategy – "A Sense of Proportion". This strategy outlines the Council's approach to risk management. One element of risk management is the production of a Strategic Risk Register, which details the main strategic risks facing the Council. The table following this text gives details of the high-level and medium-level strategic risks facing Middlesbrough Council.

Risk Management focuses on improving the Council's ability to achieve our objectives by managing threats, and also by enhancing the opportunities available to us, in order to bring added value to service delivery.

As each Service Area within the Council defines how it will deliver services over the forthcoming year and beyond, potential risks are identified which could prevent achievement of our aims and objectives. Risks are also considered and documented in relation to large-scale projects. For example, the Council's Building Schools for the Future Project has a closely monitored risk management regime, operating at various levels, which regularly reports progress to senior management.

Within Middlesbrough Council, Risk Management is closely linked to the procedures we have in place to ensure we perform well against the targets and expectations set for service delivery. In addition to monitoring throughout the year, senior managers report Risk Management progress (for both corporate and service level risks) to the, twice yearly, Integrated Performance and Budget Clinics. This process allows those Council Members with responsibility for performance, to scrutinise progress to date and request additional information or action where appropriate. Risk Management was reported in this way to designated Members in August and December 2008. Overall the reporting concluded that necessary actions to mitigate risks were being achieved.

During 2008/2009, work continued within the Council to strengthen the Business Continuity Planning aspect of Risk Management. The Business Continuity Plans comply with the national Civil Contingencies Act and set out how we would continue to deliver services to the community in the event of an incident that denied the Council access to its usual resources (e.g. buildings, information, people etc). Development of these plans and other relevant risk management activities are closely linked with the Emergency Planning team's work and their Civil Emergency Plans. This includes working as part of the 'Beacon Status' multi-agency, Emergency Planning Unit Team to develop and update the Community Risk Register. That document outlines risks across the Cleveland area and details preparations for emergencies.

Strategic Corporate Risks are the risks which would impact on achieving two or more of the Council's priorities and that are scored as "High" or "Medium" risks using the Council's Risk Management methodology.
To determine strategic risks for 2009/2010, risks from 2008/2009 were first considered. These were examined to assess which were still relevant. The process resulted in new scoring for some risks and the addition of more mitigating actions. The results are incorporated into the 2009/2010 Register (which follows).

The following risks, from the 2008/09 Register, are no longer listed overleaf as they are now assessed as less serious risks.

- The Council cannot implement Single Status because of lack of capacity or knowledge to implement the job evaluation element and to manage the whole process.
- The Council suffers from a high level of sickness absence, caused by poor management of sickness absence, low staff morale, lack of assistance for staff suffering from long-term sickness, and general high levels of ill health.

The revised scores reflects the fact that the Single Status process is now well advanced with Phases 1 and 2 implemented, and Phase 3 underway; and that initiatives to address sickness absence have successfully reduced absence.

Some entries on the register remain unchanged from the previous year because the risks and control measures remain similar to those for 2008/2009. Actions to address these risks continue to be progressed and supplemented with new mitigating actions when appropriate, and this approach will continue through the 2009/2010 year.

Four additional risks have now been classified as corporate risks for 2009/2010, and are included on the Corporate Risk Register. The risks are:

- If national (or global) economic downturn affects the economic vitality and well being of Middlesbrough, there is potential to: reduce investment in the town, employment opportunities and shopping centre trade; stall regeneration plans, increase demand for services; reduce investment returns and divert resources from existing priorities.
- Disruption of the Council's workforce, caused by large-scale loss of staff (for example, due to a pandemic 'flu outbreak), could affect the Council's ability to deliver key services and strategic priorities, probably at a time of increased demand for services.
- If staff fail to adopt secure working practices in the storage and transmission of data, and the storage of equipment; this could result in sensitive data being stolen or lost and being publicly broadcast. This may also result in serious damage to the reputation of the Council and potential legal proceedings.
- If Government imposed efficiency targets and other required savings cannot be achieved, this will reduce financial balances and result in carrying forward budget deficits for future years, impacting on capacity for service delivery.

As with all identified risks, actions are ongoing to ensure these risks are confined at an acceptable level.

The Strategic Risk Register is underpinned by separate Service Area and Project Risk Registers. These are monitored and controlled through processes that form part of day-to-day management.

Key to the Strategic Risk Register

Residual Score	Middlesbrough Council scores its risk by multiplying the **probability** that the risk will occur by its **impact;** to produce a risk **score**. The risk is scored prior to any actions being put in place (gross score) and then scored again after mitigating actions have been introduced (**residual score).** The table on the next page provides details of the residual scores.
Mitigating Actions	This column provides a cross-reference to documents that have details of the mitigating actions in place for 2009/10 to manage the risks identified.

	RISK DESCRIPTION	Residual			Mitigating Actions
		Probability	Impact	Score	
1	National (or global) recession affects the economic vitality and well being of Middlesbrough, with potential to: Reduce investment in the town Stall progression of regeneration plans Increase demand on Council services through increased benefit dependency and greater need for social care Reduce returns on Council investments Divert resources from existing priorities	4	5	20	Strategic Plan, Enhancing the Local Economy, Economic Vitality, Rejuvenate the housing stock
2	Disruption of the Council's workforce is caused by large-scale loss of staff (for example due to pandemic flu outbreak) affecting ability to deliver key services and strategic priorities, probably at a time of increased demand for services.	4	5	20	Strategic Plan, Fit for Purpose, Managing Resources
3	The Council 's resources do not match the demands arising from the Equal Pay claims process and outcome. Reducing the Council's financial viability, skewing its priorities, diverting staff away from the Council's priorities and impacting upon service delivery.	3	5	15	Strategic Plan, Fit for Purpose, Managing Finances
4	The Council is unable to secure Economic vitality of Middlesbrough due to: Changes in Government policy or lack of political direction Reductions in Government grants or programme funding Inability to achieve regeneration and rejuvenate the housing stock This could lead to reduced economic activity, loss of confidence in the housing market, population decline, and poor reputation.	3	5	15	Strategic Plan, Enhancing the Local Economy, Economic Vitality,
8	The Council's Building Schools for the Future project is not delivered on time and / or to budget, impacting on Council-wide budgets and failing to secure the educational benefits expected from the project. Possible triggers include: Middlesbrough is one of the first authorities to use new contract documents Middlesbrough is one of the first authorities to use the Partnership for Schools Academic Framework for its Building Schools for the Future Project Tight timetable which is reliant upon external approvals that are not fully in the Council's control	2	7	14	Strategic Plan, Supporting Children and Young People, Enjoy and Achieve and BSF Project Plan
9	Departmental failure to implement policy and/or processes, due to capacity issues, directly contributes to a child death or significant child protection concerns.	2	7	14	Strategic Plan, Supporting Children and Young People, Stay Safe

| RISK DESCRIPTION | Residual | | | Mitigating Actions |
	Probability	Impact	Score	
10 Activities to address surplus capacity in primary schools are not successfully implemented.	4	3	12	Strategic Plan, Supporting Children and Young People, Enjoy and Achieve
11 A large-scale incident occurs that prevents the Council from functioning or requires diversion of Council staff / resources, impacting upon the Council's ability to deliver key services and strategic priorities.	2	5	10	Strategic Plan, Fit for Purpose, Governing the Business
12 The Council is reliant upon one key partner, Mouchel, to deliver its customer-facing services and back-office functions. Failure of this partnership would have a serious impact upon the Council's ability to deliver its services effectively and efficiently resulting in poorer service delivery and negative publicity.	2	5	10	Strategic Plan, Fit for Purpose, Managing Resources
13 Changes in the demographic make-up of the population stretch the Council's capacity to deliver services, leading to an inability to meet customer requirements, loss of public confidence and failure to meet the diverse needs of the population.	2	5	10	Strategic Plan, Enhancing the Local Economy, Economic Vitality and Fit For Purpose, Community Leadership
14 The Council fails to respond to the implications of climate change resulting in failure to achieve national targets, loss of reputation and (in the longer-term) significantly increased costs of service delivery.	2	5	10	Strategic Plan, Securing Environmental Sustainability
15 If staff fail to adopt secure working practices in the storage and transmission of data, and the storage of equipment, this may result in sensitive data being stolen or lost and being publicly broadcast. This could lead to serious damage to the reputation of the Council and potential legal proceedings	2	5	10	Strategic Plan, Fit for Purpose, Governing the Business
17 The Council finds it difficult to recruit specialist staff and retain professional officers (sometimes dependant upon short-term external funding). This is due to a number of factors, including regional shortage of appropriately qualified staff, and higher salaries potentially offered elsewhere. Implications would impact on capacity to deliver services, and the quality, cost and timeliness of service delivery.	3	3	9	Strategic Plan, Fit for Purpose, Managing Resources
18 If Government imposed efficiency targets and other required savings cannot be achieved, this will reduce financial balances and result in carrying forward budget deficits for future years, impacting on capacity for service delivery.	3	3	9	Strategic Plan, Fit for Purpose, Managing Resources

Annual Financial Information

Note: This section will cover:

- **Spending Plans 2009/2010**
- **Where the money comes from**
- **Annual Efficiency Statement – Backward and forward-looking**
- **Efficiency gains made during 2007/2008 and expected efficiency gains for 2008/2009 and 2009/2010**
- **Value for Money Review programme for 2009/2010**
- **Medium-term Financial Plan**

The information is currently being revised in the light of the 20 April budget and will be available in the final draft of this Plan.

Statement on Workforce Matters

Note: Formal statement on any contractual arrangements entered into in 2008/2009 that involved the transfer of employees and that these were compliant with the relevant code of practice to be included.

Impact assessment

Note: A full impact assessment will be undertaken on the final draft of this year's Strategic Plan and the results published in the final version.

Glossary

Audit Commission	An independent public body responsible for ensuring that public money is spent economically, efficiently, and effectively in the areas of local government, housing, health, criminal justice and fire and rescue services.
BME	Black and Minority Ethnic (refers to individuals or group)
Building Schools for the Future (BSF)	A Government programme that aims to rebuild or refurbish every secondary school in England, managed by local authorities. Introduced in 2005/2006, it consists of both Capital Grant and Supported Borrowing.
Business Support Simplification Programme (BSSP)	A programme which has streamlined over 3,000 publicly-funded business support schemes - including grants, subsidies and advice - into one national portfolio of up to 100. This will reduce duplication while making it easier for businesses to get the support they need.
Common Application Process	A process that enables learners to apply for courses and opportunities online.
Common Assessment Framework (CAF)	The CAF is a standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met.
Decent Homes	A Decent Home is one that is wind and weather tight, warm and has modern facilities. The DH standard is intended to be the minimum that no social housing should fall below; designed to trigger action rather than define the standard to which work should be undertaken.
Departmental Strategic Objective (DPO)	Departmental Strategic Objectives are comprehensive and represent the fundamental purpose and future direction of the Department. Beneath the Objectives sit Indicators that are the key indicators of progress and measures of success against each of the Departmental Strategic Objectives.
Development Plan Document (DPD)	A document that outlines the key development goals of the Local Development Framework.
Disabled Facilities Grant (DFG)	A local council grant to help towards the cost of adapting homes to enable a person with disabilities to continue to live there.
Drug Intervention Programme (DIP)	A crime reduction initiative, which provides a much needed support structure to encourage offenders out of crime and into treatment.
Department for Work and Pensions (DWP)	This is a Government department that is responsible for things like benefits, pensions, child support and health and safety. It is unlikely that a person will go through their life without ever having contact with the DWP or one of their businesses which include Jobcentre Plus, the Pension Service, The Child Support Agency, or the Health and Safety Executive
European Regional Development Fund (ERDF)	A funding programme which helps stimulate economic development and regeneration in the least prosperous regions of the European Union (EU).
European Social Fund (ESF)	The European Union's main financial instrument for supporting employment in the Member States as well as promoting economic and social cohesion.
Family Intervention Programme (FIP)	A programme targeted specifically at a small group of households demonstrating extreme anti social behaviour. The FIP also works with families at risk of eviction.

Government Office	A network of nine Government Offices represent ten central Government Departments in the English regions and are the primary route for the delivery of a wide range of policies.
Gross Value Added (GVA)	GVA measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom.
Indices of Multiple Deprivation (IMD)	The Index of Multiple Deprivation 2007 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation.
Joint Strategy Unit (JSU)	The Tees Valley Joint Strategy Unit carrys out strategic planning in particular the Tees Valley Structure Plan, sub-regional economic development strategy, strategic transport planning and technical support, information and forecasting service, the management and administration of European programmes
Local Area Agreement (LAA)	Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government. LAAs seek to improve local performance, by allowing a more flexible use of resources, to achieve better outcomes and devolve responsibility. They also seek to enhance efficiency by rationalising non-mainstream funding and reduce bureaucracy to help local partners to join up and enhance community leadership.
Local Development Framework (LDF)	A document setting out the overall principles for new development in an area that local authorities are required to produce. It includes more detailed plans for specific places that are set to change, such as regeneration areas.
Local government User Satisfaction Survey (LGUSS)	Measures how informed local residents feel about a range of issues relating to their local council, their level of contact with their council and their broader interest in local governance issues
Local Strategic Partnership (LSP)	LSPs were introduced by the Local Government Act 2000 to ensure cooperation between public agencies, voluntary groups and businesses in the regeneration of neighbourhoods. LSPs seek to improve quality of life locally and are meant to be the authors of the LAA. In this capacity, the Government intends that they be used to coordinate better local service delivery and involve all sectors of society. However, LSPs are not mandatory apart from for those LAs receiving neighbourhood renewal funding.
Local Transport Plan	A five-year integrated transport strategy, prepared by local authorities in partnership with the community. The plan sets out the resources predicted for delivery of the targets identified.
Learning and Skills Council	The Learning and Skills Council exists to make England better skilled and more competitive.
Middlesbrough Voluntary Development Agency (MVDA)	Supports, promotes and develops local voluntary and community action.
Multi Area Agreement (MAA)	A multi-area agreement is designed to be cross-boundary local area agreement (LAA). They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level.
National Indicator (NI)	Designed to measure progress on national priorities where they are delivered by local councils acting alone or in partnership. Councils have to select up to 35 designated targets from the list of indicators for their Local Area Agreements.

Not in Employment, Education or Training (NEET)	Government terminology referring to young eople aged between 16 and 18 who are not currently engaged in employment, education or training.
Performance Indicator (PI)	A way of measuring how a service is performing against its objectives. Performance indicators may be collected for local or national purposes.
Primary Care Trust (PCT)	The PCT a type of NHS trust, part of the National Health Service in England, that provides some primary and community services or commission them from other providers, and are involved in commissioning secondary care.
Problem Solving Group (PSG)	Groups formed to target specific problems in the community.
Prolific and Priority Offenders Scheme (PPO)	The aim of the scheme is to target the 5 000 most prolific offenders, representing 0.5% of the entire active offender population, who are estimated to commit 10% of all crimes.
Regional Development Agency (RDA)	The Regional Development Agencies are helping to create prosperity across England. They are strategic leaders, bringing together views of the people who live and work in each region, and combining these with a unique set of business and economic insights to make the most of the opportunities globalisation brings.
Regional Spatial Strategy (RSS)	The objective of the Regional Spatial Strategy (RSS) is to contribute to the achievement of sustainable development. The RSS, incorporating a Regional Transport Strategy (RTS), provides a broad development strategy for the region for a fifteen to twenty year period. The RSS also informs the preparation of Local Development Documents (LDDs), Local Transport Plans (LTPs) and regional and sub-regional strategies and programmes that have a bearing on land use activities.
Registered Social Landlord (RSL)	Landlords of social housing that are registered with the Housing Corporation. Most are housing associations but they also include trusts, co-operatives and companies.
Single Equality Scheme (SES)	Describes in a single document how the LSC will fulfil its statutory duties to promote equality of opportunity and avoid discrimination, demonstrating its commitment to placing the promotion of equality and diversity at the centre of every aspect of its work. It is intended to meet the requirements for a race equality, disability equality and gender equality scheme and to implement these in an inclusive way which takes account of religion and/or belief, sexual orientation and age.
Sustainability	Capable of being continued with minimal long-term effect on the environment
Sustainable Community Strategy (SCS)	The plans which local authorities are now required to prepare for improving the economic, environmental and social well-being of local areas and by which the councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.
VAT	Value Added Tax
Voluntary and Community Sector (VCS)	Also known as the voluntary sector, the third sector, the social sector or social economy.
Working Neighbourhoods Fund (WNF)	A dedicated fund for local councils and communities to develop more concentrated, concerted, community-led approaches to getting people in the most deprived areas of England back to work.
Youth Offending Service (YOS)	The YOS undertakes the supervision of young people between the ages of 10 and 17 years who are subject of Court Orders and Police Final Warnings. The aim of the YOS is to prevent offending and re-offending by young people.

We will provide a summary of this document upon request, in an alternative format that needs your needs.

This may be in the form of, another language, large print, Braille, audiotape or CD.

Please contact 01642 XXXXXX

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Followed by translation of the above in:

- Arabic
- Urdu
- Hindi
- Punjabi
- Chinese (Mandarin)