

STRATEGIC PLAN 2008/09– 2010/11

PART II B

Planned actions for 2008/09

STRATEGIC PLAN 2008 – 20011

PART II B

Introduction And Purpose Of The Strategic Plan

Key Influences

Review Programme For 2008/09

Sustainable Community Strategy Themes - Actions For 2008/09:

- Stronger Communities

- Safer Communities

- Children And Young People

- Adult Health & Well Being And Tackling Exclusion

- Local Economy

- Environmental Sustainability

- Fit For Purpose

INTRODUCTION AND PURPOSE OF THE STRATEGIC PLAN

In 2006 the Council's Corporate Performance Plan was replaced with a three-year strategic plan. The plan provided an overview of the Council's medium-term priorities and included an annual action plan setting out details of the key improvement activities to be completed during the financial year.

From April 2008, the local authority performance management framework based on Best Value Performance Indicators (BVPIs) will be replaced by a new national indicator set, providing a single set of performance measures for use across Sustainable Community Strategies, Local Area Agreements (LAAs) and local service delivery plans.

Whilst there is no requirement for the Council to produce a three-year strategic plan, it is good practice and the Council is continuing to produce a plan to:

The Council's original strategic plan was framed to cover the period 2006/07 – 2008/09. The plan has been revised a year ahead of schedule, with a new strategic plan produced to cover the period 2008/09 – 2010/11.

The rationale for this approach was to align:

- the Council's strategic planning cycle with the new requirements for the Sustainable Community Strategy and the LAA; and
- the service and medium-term financial planning processes.

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

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

The 2008-2011 Strategic Plan is split into three separate documents as follows:

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

the Council's priorities and the Council's performance and risk management arrangements. This section will not be updated annually.

Part II A provides an overview of Council performance against planned actions and the Best Value Performance Indicators in the 2007/08 financial year, prior to publication. This section will only be produced to report performance for 2007/08.

Part II B provides details of the actions identified for the following financial year to help the achievement of the Sustainable Community Strategy themes and details of the Council's review programme. This section will be updated annually and will be published as Part II of the plan in 2009/10 and subsequent years, presenting an overview of performance against planned actions during the previous year and setting out key actions for the next financial year.

Part III provides detailed supporting information including the National Indicators and their targets, financial information including the annual efficiency statement and medium-term financial data, improvement plans, the Strategic Risk Register, the Corporate Diversity Action Plan and a statement on contracts. This section will be updated annually.

KEY INFLUENCES

The Council needs to be able to respond to strategic initiatives at national, regional and local levels, and to ensure that it can use these opportunities to achieve local priorities. These initiatives affect not only how the Council works internally, but also its relationship with partners at all levels. In recent years several key changes have occurred which have influenced the way in which the council will deliver its priorities, and therefore affect the contents and structure of this year's Strategic Plan, including:

Strong and prosperous communities – the local government white paper sets out a framework for how local government will develop, with particular emphasis on:

- working closely with communities and citizens to develop responsive services
- effective, accountable and responsive local government with visible leadership
- strategic regions, encouraging collaboration between local authorities
- local government as strategic leader and “place shaper”, including the development of Sustainable Community Strategies
- performance management, with the development of the Comprehensive Area Assessment replacing the Comprehensive Performance Assessment
- improved efficiency in service provision, particularly through collaboration with partners
- community cohesion, recognising both the challenges and opportunities relating to diversity

The white paper recognises that Councils play a much wider role than service provision, and - through work with local communities and partners - set the strategic direction for their area.

Multi Area Agreements enable Councils to work together on key strategic issues that rely on a coordinated approach across the sub-region and will support the development of the Tees Valley City Region. These will be reflected at a district level in the Local Area Agreement. The key issues for the MAA will be:

- Planning and Economic Strategy
- Transport for Tees Valley
- Employment and Skills
- Housing
- Tourism

Tees Valley Unlimited, which will coordinate the MAA, is in the process of being set up. It is expected to be operational in Summer 2007, and the Leadership Board will comprise senior politicians (elected mayors or leaders) from all the Tees Valley Councils and five representatives from the private and third sectors. This will be supported by an Executive, as well groups based around the key themes.

The Local Area Agreement (LAA) is the agreement between central government and the local area, represented by Middlesbrough Council and the Middlesbrough Partnership - that identifies the key priorities, targets and indicators for the town between 2007 and 2010. The LAA is based on the themes of the 2005 Community

Strategy. As well as identifying its own contribution to the targets, the Council needs to be able to ensure that the performance management framework for the LAA can demonstrate progress, and will rely on ensuring that data quality, from partners as well as internally, is robust.

As LAAs develop, there will be fewer targets (35 targets from a menu of 200 with an additional 18 targets from the Department for Education and Skills). Negotiation on these will start in 2007, and will be completed by Summer 2008.

The Comprehensive Spending Review (CSR), scheduled for Summer 2007, is now scheduled to occur in the autumn. This will delay clear guidance about future settlements, including any successor to the Neighbourhood Renewal Fund (NRF).

The Community Strategy Themes section of this plan sets out the Council's planned actions to achieve the LAA's priority outcomes in 2007/8.

REVIEW PROGRAMME FOR 2007/08

The Council is required to carry out reviews of all of its services and uses reviews as a tool for delivering continuous service improvement. The review programme for 2007/08 incorporates the requirements under CPA, external inspections and audits, and internal service reviews.

Review Name	Service Area	Type of Review
Review of Waste disposal arrangements.	Environment Streetscene	Value for Money
Waste Services Review: Restructure of Waste Collection rounds. Expected reduction in vehicle spot hire.	Environment Streetscene	Value for Money
Review of Fleet management provision across environment, social care & children, families & learning.	Environment Social Care Children Families & Learning	Value for Money
The re-provision of Depots. Rationalising of existing depot locations.	Environment Streetscene	Value for Money
Golf centre option appraisal. Review to include current demand for and usage of the centre together with a review of future investment needs.	Environment Community Protection	Value for Money
Modernising Libraries review. Review to consider location of Libraries, current and future developments in service provision and client demand and requirements	Regeneration Libraries	Value for Money
Corporate review of services, costs and opportunities for efficiency savings across the Partnership Contract with Mouchel	Strategic Resources	Value for Money
Introduction of Telecare. Review of impact on service provision.	Social Care	Value for Money
Review of Learning disabilities residential services.	Social Care	Value for Money
Review of Learning Disabilities Enablement and Support services. Focus supporting people into employment.	Social Care	Value for Money
Review of Street Warden Service. Propose to use a response only model and strengthen enforcement role.	Social Care	Value for Money
Review of in-house fostering allowances payment structure to reflect child need.	Children Families & Learning	Value for Money
Stainsacre Outdoor Centre option appraisal. Review to include current demand for and usage of the centre together with a review of future investment needs and alternative service provision	Children Families & Learning	Value for Money
Use of Resources – Audit Commission assessment	Central Services	External
CPA Direction of Travel – Audit Commission assessment	Central Services	External
Building Schools for the Future – Gateway 3 Design and Build Review	Children, Families & Learning	External
OFSTED Annual Performance Assessment of services for children and young people	Children, Families & Learning	External
Commission for Social Care Inspection annual assessment of adult social care	Social Care	External
BFI assessment of the benefits service	Social Care	External

COMMUNITY STRATEGY THEMES

2008/09 sees the introduction of a new, three-year Sustainable Community Strategy for Middlesbrough, setting out a series of themes for improving the quality of life for local people:

- 1. Stronger Communities**
- 2. Safer Communities**
- 3. Children and Young People**
- 4. Adult Health & Well Being and Tackling Exclusion**
- 5. Local Economy**
- 6. Environmental Sustainability**

Middlesbrough's Local Area Agreement (LAA) sets out the priority outcomes for each strategic theme within the Sustainable Community Strategy. The Council plays an important role in securing these outcomes and the community strategy and the LAA are fully integrated into the corporate performance management framework, to ensure that the Council's contribution is planned, assessed and measured.

This section of the plan sets out how the Council will be contributing to each of the strategic themes during 2008/09, providing details of the actions planned by Council services and of the performance measures and targets that will be used to monitor the Council's performance in contributing to the achievement of each strategic priority.

In addition, this section sets out the Council's plans for improvements in relation to the overarching theme:

- 7. Fit for purpose.**

STRONGER COMMUNITIES

The main aim of Middlesbrough's LAA is to improve the quality of life for Middlesbrough people. The Stronger Communities cross-cutting theme adds value to the LAA by providing a springboard for increased cross-sector and community-based activity throughout the town.

The local voluntary and community sector (VCS) is a key player in the development of stronger communities throughout Middlesbrough. As such, it lends itself to the role of theme lead through Middlesbrough Community Network (MCN), which is the vehicle for VCS engagement in partnership activity. Middlesbrough Community Network includes Middlesbrough Black and Minority Ethnic (BME) Network and Middlesbrough Council of Faiths.

The Community Strategy recognises the importance of working with local communities as a driver for regeneration and improvement. The overall vision for the Community Strategy is "a place where all our people are healthy, confident and responsible citizens who can contribute to the development of Middlesbrough and its neighbourhoods".

Strategic Priorities And Targets

The strategic priority for this theme is to promote community cohesion and increase voluntary and community engagement, especially amongst those at risk of social exclusion, as a means of promoting community safety. Within the LAA, the priority outcomes are:

- To empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery
- To improve the quality of life for people in the most disadvantaged neighbourhoods, with service providers being more responsive to neighbourhood needs, and with improved service delivery
- To support the development of an increasingly robust, optimistic and effective Voluntary and Community Sector
- 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

The Council's contributions to creating a stronger Middlesbrough are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

STRONGER COMMUNITIES

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
To empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery		
Support a range of community engagement initiatives, including:		
<ul style="list-style-type: none"> Consolidating resident attendance at Community Councils and Neighbourhood Management Steering Groups. 	CR1	Average resident attendance at Community Councils increased to 26 by March 2009.
<ul style="list-style-type: none"> Devising a community engagement strategy in each Neighbourhood Management area as part of each Neighbourhood Plan. 	CR2	Community engagement strategies in place for each Neighbourhood Management area
<ul style="list-style-type: none"> Co-ordinating and supporting Middlesbrough Cohesion Partnership meetings 	CR4	4 Middlesbrough Cohesion Partnership meetings supported by March 2009
To support the development of an increasingly robust, optimistic and effective Voluntary & Community Sector		
Develop the third sector's capacity to increase the number and range of preventative/early intervention services	SC01	Consultation event with voluntary sector organisations held by October 2008
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		
Provide a programme of events to increase visits to libraries.	L3	Increase visits by 3% to 678,000 through a programme of planned events.
Exploit the National Year of Reading to encourage use of libraries increasing active membership of libraries and issues.	L5	Increase active membership of libraries by 3% (to 27250) and issues by 2% (to 633,000) through a programme of events:
Increase attendance at Middlesbrough Theatre and Town Hall.	C7	Audience figures Increased by 5% to XX,XXX by March 2009.
Develop and deliver a series of high quality and nationally recognised events to showcase and profile Middlesbrough, including: <ul style="list-style-type: none"> Middlesbrough Music Live Mela a programme of winter festivities throughout December 2008 	C9	Programme of major events delivered by March 2009

SAFER COMMUNITIES

The Community Safety Plan 2008-2011 outlines what the Safer Middlesbrough Partnership intends to do to tackle crime and anti-social behaviour and reduce the harm caused by the misuse of drugs and alcohol. The Partnership's vision is "to harness the energy and expertise of local agencies from the public, private and voluntary sectors, to develop a safer and stronger community in which residents, families and business can thrive".

Between 2005 and 2008 overall crime fell 13%, showing steadily year on year reductions since 2002. The Safer Middlesbrough Partnership aims to maintain this momentum by continuing to reduce crime in the categories that have already seen success. In addition, the partnership will focus on co-ordinating activity across all partners who can contribute to reducing criminal damage, assault (including domestic violence) and anti-social behaviour.

Throughout the term of the LAA, the Safer Middlesbrough Partnership and the Children and Young People's Strategic Partnership will work closely together to tackle 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 on tackling the problem of young people misusing alcohol through education, enforcement, reducing the availability of alcohol, engaging parents and providing alternative activities for young people.

Strategic Priorities And Targets

The Mayor's vision for Middlesbrough, the Raising Hope Agenda, is built on four pillars, aiming to deliver a clean, safe environment in which people can go about their business without fear of crime and anti-social behaviour. The Safer Middlesbrough Partnership has identified the following priority outcomes to be delivered through the LAA:

- Young people – diverting away from crime and anti social behaviour, and reducing their vulnerability to crime
- Reducing re-offending
- Reducing repeat victimisation
- Town centre safety
- Neighbourhood safety

The Council's contributions to creating a safer Middlesbrough are drawn from the Mayor's Raising Hope Agenda. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

SAFER COMMUNITIES

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
Diverting young people away from crime and anti-social behaviour and reducing their vulnerability to crime		
Provide a response to problems associated with young people by consulting with young people about their concerns, perceptions and priorities	EN01 EN02	A Problem Profile on young people's offending completed by July 2008. Young Peoples Group and Children and Young Persons Support Panel merged by December 2008
Develop collaborative problem solving between the Safer Middlesbrough Partnership and the Children's Trust with schools, youth centres and other education and youth activity providers, with a particular focus towards victimisation risk reduction, and alcohol and drug abuse awareness.	EN03 EN04	Behaviour partnerships in place in four secondary schools to tackle poor behaviour and persistent absence by March 2009. Programme for tackling underage drinking and responsible drinking by young people in place by March 2009
Develop educational and diversionary activities to divert young people away from crime and antisocial behaviour by: <ul style="list-style-type: none"> • Increasing the range of positive activities and support available to young people through the Targeted Youth Support programme. • Expanding the range of diversionary activities provided to young people by Street Wardens 	EN05 SC02	15,000 school children educated on the effects of antisocial behaviour by March 2009 Engagement Action Plans produced for all operational areas by October 2008 Two new activities introduced and an increase of 5% in the number of people involved by March 2009

Action	Milestone/Key Target 2008/09	
Reducing Re-offending		
Coordinate partnership activity towards those at most risk of re-offending by: <ul style="list-style-type: none"> • Supporting the work of the Middlesbrough PPO Scheme and the DIP Programme. • Developing and supporting programmes that assist in the local delivery of the seven reducing re-offending pathways. • Improving arrangements for information sharing and data analysis around repeat offending. 	EN06	A new Care Coordination Model in place to support the DIP and PPO schemes by August 2008
	EN07	A Reducing Re-offending Steering Group established by September 2008
	EN08	A process for consulting with offenders in prison and on statutory orders is established by March 2009

Action	Milestone/Key Target 2008/09	
Reducing the vulnerability of young people becoming the victims of crime and reducing repeat victimisation		
Reduce the vulnerability of those repeatedly victimised by: <ul style="list-style-type: none"> • Providing additional support to people identified as being a repeat victim. 	EN09	Merge the SMP Hate Crime Theme Group with the Community Cohesion Partnership by December 2008
	EN10	Facilitate 12 Multi-Agency Risk Assessment Conferences (MARACs) to deal with high-risk domestic Violence cases by March 2009.
<ul style="list-style-type: none"> • Making it more difficult for criminals to sell stolen goods by: 		Developing 2 promotional campaigns that target the owners of "hot" products by March 2009

Action	Milestone/Key Target 2008/09	
Town Centre Safety		
<p>Develop co-ordinated, multi-agency interventions and initiatives to improve town centre safety by:</p> <ul style="list-style-type: none"> ● Improve knowledge of Town Centre crime and Anti-social behaviour ● ● Establishing new, intelligence driven CCTV monitoring practices. ● Assessing the potential for developing a Business Improvement District (BID) within the town centre, with businesses paying 1-2% on top of their business rates for additional services. 	<p>EN12</p> <p>EN13</p> <p>EN14</p> <p>EN15</p> <p>EN16</p>	<p>A problem profile for town centre crime and antisocial behaviour is prepared by October 2008.</p> <p>Reviewing the need for a fifth problem solving group focusing on town centre operational issues by October 2008</p> <p>Negotiating for the Town Centre Partnership to take the strategic lead in delivering the Town Centre Safety Strategic Priority by March 2009.</p> <p>A CCTV steering group is established by October 2008.</p> <p>BID assessment completed by March 2009</p>
<p>Carry out a programme of planned licensing activities to support and monitor licensed premises in maintaining a safe town centre</p>	<p>EN17</p> <p>EN18</p> <p>EN19</p> <p>EN20</p>	<p>An 'On Licence' and an 'Off licence' forum is held each quarter until March 2009</p> <p>A good management guide for licensed premises is produced and 40 licensed businesses are trained by July 2008</p> <p>"Best Bar None" event held by March 2009</p> <p>220 planned licensed premises visits completed by March 2009</p>

Action	Milestone/Key Target 2008/09	
Neighbourhood Safety		
<p>Reduce crime to property, in particular dwellings and vehicles by:</p> <ul style="list-style-type: none"> ● Operating four geographically based Problem Solving Groups (PSGs) to tackle high volumes of crime and antisocial behaviour. ● Producing Problem Profiles for the crime and antisocial behaviour 'hot spots' in each PSG area. ● Assessing the feasibility of rolling out the Criminal Justice Initiative in Gresham, University, Clairville and Hemlington wards. ● Developing a plan to roll out Operation Cleansweep over a three-year period to cover every ward in Middlesbrough. 	<p>EN21</p> <p>EN22</p> <p>EN23</p> <p>EN24</p>	<p>52 PSG meetings by March 2009</p> <p>12 Problem Profiles completed by March 2009</p> <p>Criminal Justice Initiative feasibility study completed by March 2009</p> <p>Operation Cleansweep mainstreamed by July 2008</p>
<p>Improve active intervention planning through neighbourhood renewal and other local plans by:</p> <ul style="list-style-type: none"> ● Improving contract arrangements for the recovery and storage of abandoned and/or nuisance vehicles ● Working with partners to ensure that parents take responsibility for the behaviour of their children 	<p>EN25</p> <p>EN26</p>	<p>Improved contract arrangements introduced by October 2008</p> <p>At least 12 families will be referred to the Middlesbrough Families Project by March 2009.</p>
<p>Develop collaborative problem solving between the SMP and local communities by:</p> <ul style="list-style-type: none"> ● Increasing the number of referrals to the Community Payback Scheme and developing links with the Youth Offending Service's restorative justice scheme to ensure that reparations are carried out in areas of need. ● Running 16 exercises with the police in relation to age restricted sales. 	<p>EN27</p> <p>EN28</p>	<p>30 "hot spot" locations will be referred to community payback and YOS by March 2009</p> <p>16 projects, including 10 related to underage alcohol sales, completed by March 2009</p>
<p>Increase reassurance targeting by:</p> <ul style="list-style-type: none"> ● Extending Residents on Patrol, encouraging volunteers to become more actively involved in environmental projects. ● Developing the communications strategy for the Communi-k messaging service and extending the service to cover Police Neighbourhood Watch messages. ● Using the neighbourhood safety trailer to 	<p>EN29</p> <p>EN30</p> <p>EN31</p>	<p>Coverage of Residents on Patrol increased from 7 to 10 wards by October 2008</p> <p>5000 Communi-k messages delivered by April 2009</p> <p>30 geographical locations visited</p>

Action	Milestone/Key Target 2008/09	
<p>highlight community safety actions taken in specific areas</p> <ul style="list-style-type: none"> • Distributing Neighbourhood Safety bulletins to all households and businesses to inform residents about what is being done to tackle anti social behaviour. 	EN32	<p>by March 2009</p> <p>Evaluation of the bulletin's impact conducted through the Voiceover survey by July 2008</p>

CHILDREN AND YOUNG PEOPLE

Middlesbrough's vision for children and young people is to create an environment that raises their hopes, aspirations and achievement and that promotes pride through citizenship. The town's children should grow up healthy, safe from harm, free from poverty and supported to achieve their full potential, enabling them to become active citizens of Middlesbrough.

This theme is led by the Children and Young People's Trust and is underpinned by the Children and Young People's Plan, which sets out priorities under each of the five Every Child Matters outcomes. The plan provides a clear vision that seeks to deliver improvements in the way services are provided for children and young people in Middlesbrough, leading to better, more positive outcomes. It highlights some of the key issues facing children and young people in Middlesbrough and how, by working together, a big difference can be made.

It is important that the trust maintains an understanding of what the reality of life is like for children and young people living and growing up in Middlesbrough. It will continue to develop an understanding of what either helps or hinders the development of the town's children and young people, by means of the regular review and analysis of information gathered either through dedicated research or by talking to children and young people and their families.

Strategic Priorities And Targets

The LAA provides a vehicle to help reshape the way in which all the services for children, young people and families work together to achieve the vision for children and young people. The Children and Young People's Plan identifies the issues that need to be addressed over the next three years and sets out actions within the Every Child Matters outcomes framework to ensure that children and young people in Middlesbrough can:

- **Be Healthy** - ensuring good physical, mental, emotional and sexual health of children and young people
- **Stay Safe** - ensuring that children and young people are kept safe from deliberate, neglectful or accidental harm
- **Enjoy and Achieve** - enabling children to enjoy and fully participate at school and in registered childcare settings to achieve their full potential, by:
- **Make a Positive Contribution** - enabling children and young people to contribute positively to their local community
- **Achieve Economic Well-being** - ensuring that children, young people and their families are equipped to continue into further education, employment or training

The Council's contributions are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

Action	Milestone/Key Target 2008/09	
<ul style="list-style-type: none"> Reviewing existing arrangements for supporting foster carers, including payments, and develop a strategy to recruit and retain foster carers to increase local placement capacity. Designating an Anti-bullying Co-ordinator. Implementing a training programme for children service's staff in the identification and management of bullying. 	CF03	Maintain the % of children looked after with three or more placements during the year below 10%
	CF04	Anti-bullying Co-ordinator designated by March 2009
3. Enjoy and Achieve		
<ul style="list-style-type: none"> Provide training and support for the implementation of the Early years Foundation Stage framework across schools and private and voluntary sector childcare providers. Monitor the tracking of pupil progress and the effective use of data to improve outcomes for Foundation Stage pupils. 	NI 72	Increase the % of children achieving the expected level in the Foundation Stage Profile from 29.3% to 31.7%
	NI 92	Reduce the gap between the lowest achieving 20% and the local average in the Foundation Stage Profile from 40.2% to 36.5%
<p>Raise standards in Key Stage 1 by:</p> <ul style="list-style-type: none"> Work with School Improvement Partners and schools to improve the transition between the foundation stage and Key Stage 1 by using prior attainment information to plan and support future learning. Direct advisory support to targeted schools where Key Stage 1 outcomes cause most concern. 	CF05	<p>Increase the % of pupils achieving Level 2+ in Key Stage 1 teacher assessments:</p> <ul style="list-style-type: none"> - from 78% to 82% in reading - from 75% to 81% in writing - from 84% to 88% in maths
<p>Support the transition from Key Stage 1 to Key Stage 2 to ensure pupils make appropriate progress into Key Stage 2 by:</p> <ul style="list-style-type: none"> providing opportunities for teachers to moderate together encouraging use of pupil progress meetings for all pupils encouraging use of appropriate flexible intervention where required 	NI 73	Increase the % of pupils achieving Level 4+ in both English and maths at Key Stage 2 from 71.7% to 73%
	NI 93	Increase the % of pupils making 2 levels progression in English between Key Stages 1 and 2 from 87.6% to 90%
	NI 94	Increase the % of pupils making 2 levels progression in maths between Key Stages 1 and 2 from 79.3% to 83%

Action	Milestone/Key Target 2008/09	
<ul style="list-style-type: none"> Work with the Secondary Improvement Partners and schools to monitor and challenge schools' expectations for Key Stage 3 performance and actions for improvement. Work with schools to improve pupil tracking to give earlier warnings when pupils are starting to slip from their individual planned progress. Improve literacy skills to support learning across the curriculum. 	NI 74	Increase the % of pupils achieving Level 5+ in both English and maths at Key Stage 3 from 55% to 60%
	NI 77	Reduce the number of schools with less than 50% of pupils achieving Level 5+ in both English and maths at Key Stage 3 from 4 to 3
	NI 83	Increase the % of pupils achieving Level 5+ in science at Key Stage 3 from 61.6% to 65%
<p>Improve the transition between primary and secondary schools by:</p> <ul style="list-style-type: none"> piloting work based on sharing teaching expertise and Year 6 pupils in primary schools starting Key Stage 3 secondary work in the summer term. 	NI 95	Increase the % of pupils making 2 levels progression in English between Key Stages 2 and 3 from 17.3% to 25%
	NI 96	Increase the % of pupils making 2 levels progression in maths between Key Stages 2 and 3 from 45.6% to 53%
<p>Support the implementation of the National Secondary Strategy at Key Stage 4 by:</p> <ul style="list-style-type: none"> providing training and focused support to improve teaching and learning by embedding personalised learning approaches, including targeted intervention, using individual learning plans and the virtual learning platform supporting schools in implementation of effective revision strategies focused support for the development of school middle leaders phased development of SEAL (Social and Emotional Aspects of Learning) /Climator Learning Programme in schools 	NI 75	Increase the % of pupils achieving 5+ A*-C grades at GCSE or equivalent including English and maths from 32.6% to 38%
	NI 97	Increase the % of pupils making 2 levels progression in English between Key Stages 3 and 4 from 40.7% to 47.5%
	NI 98	Increase the % of pupils making 2 levels progression in maths between Key Stages 3 and 4 from 19.8% to 22,5%
<p>Improve education outcomes for looked after children by:</p> <ul style="list-style-type: none"> Delivering training to foster carers on encouraging looked after children in their schoolwork and in promoting the benefits of education. Improving data collection and analysis for looked after children to monitor progress and help improve the impact of targeted interventions. 	NI 99	The proportion of Children Looked After achieving Level 4+ in Key Stage 2 English tests.
	NI 100	The proportion of Children Looked After achieving Level 4+ in Key Stage 2 maths tests.
	NI 101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
Reduce absence levels in local schools by:		

Action	Milestone/Key Target 2008/09	
<ul style="list-style-type: none"> Establishing and embed the “Every School Day Counts” project to improve attendance across all schools. Working with secondary schools to identify and target pupils whose attendance pattern puts them at risk of become persistent absentees. 	NI 87	Reduce the rate of persistent absence in secondary schools from 10.4% to 8.8%
<p>Reduce the level of permanent exclusions by:</p> <ul style="list-style-type: none"> Refining the Fair Access protocols in partnership with the Secondary Education Improvement Partnership to reduce levels of permanent exclusion. 	NI 114	Reduce the rate of permanent exclusions from school from 0.20% (41) to 0.17% (35)
4. Make a positive contribution		
<p>Reduce the number of first time entrants to the Youth Justice System by:</p> <ul style="list-style-type: none"> Targeting the most at risk young people with early intervention services via Common Assessment Framework (CAF) and Youth Inclusion Programme (YIP) processes, including use of the mobile provision in crime hot spot areas of Middlesbrough Implementing the Challenge and Support programme as part of the Youth Task Force initiative. 	NI 19 NI 111	<p>Reduce the rate of proven re-offending by young offenders from 2.74 to 2.69</p> <p>Reduce the number of first time entrants aged 10 – 17 to the Youth Justice System from 390 to 384</p>
Introduce a formal process to link area-based youth forums and the town wide Youth Council	CF06	Four area based forums established and linked to the Youth Council by March 2009
5. Achieve Economic Well-Being		
<ul style="list-style-type: none"> Identify low income families in need of childcare and provide more support and information around working family tax credits to help them gain access to childcare. 	NI 116	Reduce the % of children in families receiving out of work benefits from XX% to YY%.
<ul style="list-style-type: none"> Extend the September Guarantee to ensure that all 17 year olds have an agreed and appropriate destination 	NI 117	Reduce the % of 16-18 year olds who are NEET from 10.6% to 10.1%
<ul style="list-style-type: none"> Boost the number of apprenticeships to meet demand over the next 3 years. Broaden the range of learning opportunities available through the introduction of the specialised diploma programme. 	NI 79 NI 80	<p>Increase achievement of a Level 2 qualification by the age of 19 from 59.5% to YY%</p> <p>Increase achievement of a Level 3 qualification by the age of 19 from 32.3% to YY%</p>

ADULT HEALTH & WELL BEING and TACKLING EXCLUSION

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.

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. This is a key challenge to be addressed.

Strategic Priorities And Targets

The Council plays a key role in contributing to the four LAA strategic priority areas identified by MHSCP:

- Help promote health, well-being, independence, inclusion and choice.
- Ensure that, when people fall ill, they get good-quality care and are made better faster.
- 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.
- Tackling exclusion and promoting equality

The Council's contributions are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

ADULT HEALTH & WELL BEING and TACKLING EXCLUSION

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
Help promote health, well-being, independence, inclusion and choice		
Ensure proactive involvement in the Tees-wide Suicide Strategy Review	SC03	March 2009
Introduce self assessment and self directed support for vulnerable adults and older people	SC04	Self-assessment arrangements in place by March 2009
Pilot the use of individual budgets	SC05	Evaluation of pilot completed by December 2008
Produce a Joint Strategic Needs Assessment	SC06	Initial draft completed July 2008 JSNA agreed by respective board end October 2008
Develop prevention, early intervention and enablement services via a community based support system.	SC07	Hold Consultation Event with voluntary sector organisations by October 2008
People with a long-term condition supported to be independent and in control of their condition	NI 124	Long-term Conditions Plan developed by the strategy group by March 2009
Ensure that when people fall ill they get good quality care and are made better faster		
Improving the level and range of support for carers	SC08	March 2009
Ensure Telecare becomes integral with other services	SC09	Telecare action plan developed by July 2008
Co-locate services to improve joint working	SC10	East Locality Team co-located by December 2008
In partnership with the PCT, produce an action plan to implement the NSF for neurological conditions	SC11	Action plan in place by December 2008
In partnership with the PCT, produce an action plan for the management of people with long-term conditions.	SC12	Action plan in place by December 2008
Comply with the requirements of "World Class Commissioning" as prescribed by the Department of Health	SC13	Self audit and action plan to address areas for improvement completed by March 2009
Improve service delivery via the production of an all- sector Workforce Development Strategy	SC14	Draft strategy completed by December 2008
Create mechanisms to incentivise/ stimulate increases in the quality of commissioned services	SC15	Mechanisms for Homecare Services developed by October 2008

Action	Milestone/Key Target 2008/09	
Tackling Exclusion & Promoting Equality		
Increase the number of people with mental health needs or a learning disability in employment	SC16	March 2009 – INCREASE FIGURES
Produce a plan to create a universal information, advice and advocacy service for all	SC17	Plan agreed by March 2009
Mortality rate from all circulatory diseases at ages under 75	NI 121	Target figure 91.18 by March 2009
16+ current smoking rate prevalence	NI 123	Target figure 1191 by March 2009
Offenders under probation supervision in employment at the end of their order or licence	NI 144	Increase from 26% to 30% by March 2009
Adults with learning disabilities in employment	NI 146	Increase from 12% to 14% by march 2009
Adults in contact with secondary mental health services in employment	NI 150	Increase from 8% to 9.5% by March 2009

LOCAL ECONOMY

Middlesbrough has been making strides towards economic recovery. However, its economy is still weak when compared with other areas and it faces some big challenges in ensuring the long-term sustainability of its neighbourhoods.

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

ECONOMIC VITALITY

The strategic priorities for this theme have been established by the partnership's Economic Vitality Action Group (EVAG), which is made up of key partners and representatives from the public, private, voluntary and community sectors. 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-reach into work.

These priorities shape the partnership's approach to other initiatives, including work to secure one of the Northern Way Worklessness Pilots in Middlesbrough, and the Deprived Areas Fund – a collaborative approach by the Stockton–Middlesbrough Initiative (SMI) to prioritising the regeneration of the urban core of the Tees Valley.

EVAG recognises the importance of collaborative working with the other thematic groups, and is committed to working 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.

Strategic Priorities And Targets

The Economic Vitality Action Group has identified a number of targets on which it wants to make progress over the next three years. These targets form the basis of the Local Area Agreement:

- Establish an environment that encourages and supports economic vitality.
- Provide business support that encourages more businesses to set up, locate and grow here.
- Ensure that local people have the skills for and can access jobs and opportunities.
- Promote regeneration through culture, arts and learning by means of major projects and flagships that act as economic drivers by contributing to the town's image and environment.

The Council's contributions are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic

priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

ECONOMIC VITALITY

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
<p>Establish an environment that encourages and supports economic vitality by:</p> <ul style="list-style-type: none"> • Developing and promoting key business areas • LDF - Regeneration DPD, Public Examination. Clarify • Complete the Annual Monitoring Report. • Preparing a draft development brief for plots for sale at Coulby Newham. • Appointing consultants to produce town centre strategy. • Conducting a consultation exercise on the Tees Yard Masterplan. 	<p>ED1</p> <p>UP1</p> <p>UP2</p> <p>UP3</p> <p>UP5</p> <p>UP9</p>	<p>Increase Occupancy rates by 5% within EMBAZ and Riverside Park by March 2009.</p> <p>Commence examination-hearing sessions by 30th November 2008.</p> <p>Report submitted to the Government Office by January 2009.</p> <p>Development brief produced by June 2008.</p> <p>Consultants appointed by June 2008.</p> <p>Consultation completed by December 2008.</p>
<p>Provide business support that encourages and supports economic vitality by:</p> <ul style="list-style-type: none"> • Stimulating the business birth rate • Providing support to Middlesbrough businesses • Carrying out an effective internal evaluation of the NRF 2001/08 programme 	<p>ED6</p> <p>ED8</p> <p>RP2</p>	<p>Increase VAT registration rate from 141 businesses per 10,000 population (LAA indicator).</p> <p>Create 262 new jobs by March 2009.</p> <p>Evaluation report agreed by January 2009.</p>
<p>Ensure that local people have appropriate skills and can access jobs and opportunities by:</p> <ul style="list-style-type: none"> • Co-ordinating local employment initiatives through Middlesbrough Works. • Ensuring support is available to residents to enter work. • Continue to reduce unemployment in Middlesbrough 	<p>ED15</p> <p>ED16</p> <p>ED17</p>	<p>2008/09 Activity programme for the Working Neighbourhoods Fund agreed by July 2008.</p> <p>700 people assisted into employment by March 2009 (subject to WNF funding).</p> <p>Increase the overall employment rate in Middlesbrough (MAA indicator) from X.X% to Y.Y%</p> <p>Reduce the gap between Middlesbrough and the Tees Valley unemployment rates from</p>

Action	Milestone/Key Target 2008/09	
		the March 2008 baseline - data to be provided by JSU.
<p>Promote regeneration through culture, arts and learning by means of major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment by:</p> <ul style="list-style-type: none"> ● Producing and presenting a major exhibition and catalogue of British Surrealism. <p>Producing a new Cultural Strategy 2008-2013.</p> <ul style="list-style-type: none"> ● Completing the Platform Arts Studios (Boho Core 3 building) at Middlesbrough Station. 	<p>M1</p> <p>C1</p> <p>C4</p>	<p>Exhibition and supporting education programme completed by October 2008.</p> <p>Strategy published by August 2008.</p> <p>Studios launched by September 2008.</p>

HOUSING

Middlesbrough Housing Strategy sets out the vision for housing, 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”.

Middlesbrough has a significant role to play in taking forward regional and sub-regional agendas and, therefore, local strategic priorities are closely aligned to national and regional housing strategy objectives. The housing strategy aims to support the realisation of the regional vision as well as tackling local housing issues and is closely aligned with, and placed in the context of, the community strategy.

Housing sits within the Economic Vitality theme because of the inter-dependency between successful economies and successful housing markets. The strategy is based on the stabilisation and subsequent growth in population levels through the rejuvenation of the housing stock, which will meet 21st-century living aspirations and reflect the need for affordable, family and prestige housing.

The role of housing is also recognised in other key community strategy themes. The strategy seeks to address the aspirations of the community and support the sustainability of neighbourhoods. Housing is identified as playing a key role in the themes of “Promoting Healthier Communities for All and Effective Social Care for Adults” and plays a key role in “Creating Safer and Stronger Communities”.

Strategic Priorities And Targets

The Housing Strategy has identified priority outcomes against each strategic priority, which will be addressed over the next three years. The priority outcomes are based on a careful analysis of housing need and the close working of the key statutory, voluntary, community and private sector agencies. The Sustainable Community Strategy identifies Middlesbrough's housing strategic priorities as:

- Rejuvenate the housing stock.
- Ensure that the type and mix of new housing provides choice.
- Improve and maintain existing housing.
- Address specific community and social needs.

The Council's contributions are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

HOUSING

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
Rejuvenate the housing stock by: <ul style="list-style-type: none"> Achieving the minimum standards for the provision of replacement windows and doors to Erimus Housing, Council and other customers properties Continuing the property acquisition programme in housing market renewal areas. Progressing the development of Trinity Crescent. 	SC44 H2 H4	Minimum standards agreed by March 2009 Acquire 70 houses by 31 st March 2009. Completion of Phase 1 (22 properties) by 31 st July 2008.
Ensure that the type and mix of new housing provides choice by: <ul style="list-style-type: none"> Completing the Tees Valley strategic housing market assessment. Working 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. Addressing specific community and social needs 	H6 H7 H11	Draft assessment produced by December 2008. Quarterly bids submitted to the Housing Corporation from April 2008. Draft Homelessness Strategy produced by August 2008.
Improve and maintain existing housing by: <ul style="list-style-type: none"> Finalising the Affordable Warmth Strategy Updating the private sector stock condition survey. Implementing the new financial assistance scheme for housing renewal. 	H8 H9 H10	Strategy approved by Executive by November 2008. Draft survey produced by November 2008 Scheme implemented by January 2009.
Address specific community & social housing needs		
Establish a Business Case and source funding opportunities to create additional extra care housing provision in the borough	SC18	Executive agreement secured for prioritising extra care housing by August 2008
Play a strong role in the sub region		
<ul style="list-style-type: none"> Implement the Tees Valley Sub regional Housing corporation Protocol Action Plan. 	H1	By 31 st March 2009

TRANSPORT

Transport plays a key role in delivering all the priorities for Middlesbrough, including the wider national agendas on health, education, crime and culture. Good transport and infrastructure is essential for a vibrant economy and inclusive society. It provides access to jobs, service and schools, gets goods to the shops and allows people to make the most of their free time. It also encourages business to invest and create jobs in the town.

A safer, more pleasant environment will be achieved through good design and by improving road safety and reducing pollution due to congestion.

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 strategic priorities. To ensure the Local Transport Plan puts transport users' priorities at the heart of the provision of services, the Mayor personally undertook a detailed consultation exercise to gain an understanding of the public's key transport issues for the town.

Strategic Priorities And Targets

The long-term transport strategy for identifies five strategic priorities, which reflect the Government's shared priorities for transport and are set out in the Sustainable Community Strategy identifies the strategic priorities as providing a transport network which meets the needs of a town on its way up:

- Access to work and important services.
- Avoiding congestion.
- Improving road safety.
- Managing environmental impact.
- Highways maintenance and increased use of cycling and walking

The Council's contributions are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

TRANSPORT

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
Provide a transport network which meets the needs of a town on its way up		
<p>Improve access to work and important services by:</p> <ul style="list-style-type: none"> • Commencing the construction of the North Middlesbrough Accessibility Scheme to improve access in this key regeneration area • Implementing Scrutiny Panel recommendations relating to residents parking, public transport, safety cameras and town centre parking • Continuing implementation of the "Milestone Statement" for public rights of way • Develop the Transport Asset Management Plan <p>Implementing the Mayor's transport strategy</p> <ul style="list-style-type: none"> • Completing the design and planning application for "step free" access at Middlesbrough Railway Station 		<p>Work commences in Spring 2008, subject to DfT approval</p> <p>Actions plans developed in line with Scrutiny Panel recommendations and timetable</p> <p>Action plan developed by March 2009</p> <p>Service Standards presented to Members by March 2009</p> <p>Strategy developed within the LTP timetable of 2006-2011 using themed summit meetings.</p> <p>Support the Network Rail application to install lifts in this listed building by July 2009</p>
<p>Reduce congestion by:</p> <ul style="list-style-type: none"> • Targeting Local Transport Plan funding at initiatives to widen travel choice, improve road safety and reduce the fear of crime associated with • Promoting the development of school and workplace travel plans across the Borough within LTP timetable 2006-2011. • Presenting options for the adoption of a work place travel plan for Middlesbrough Council • Undertaking a programme of Travel Awareness Campaigns • Rolling out a Personalised Travel Planning Service to residents on the A172 corridor • Improving public transport: <ul style="list-style-type: none"> - Developing Middlesbrough's element of the Connect Tees Valley bid relating to buses 	<p>NI 177</p>	<p>Restrict the annual increase in area wide traffic flow to 1.7% per annum (1471 million vehicle kilometres by 2010/11)</p> <p>Increasing the % of schools with travel plans to 100% by March 2009</p> <p>Options presented by March 2009</p> <p>Completed by March 2009</p> <p>Residents surveys to assess the effect of the service completed by March 2009</p> <p>Holding bus passenger journeys at 10,278,000 per year by March 2009</p>

Action	Milestone/Key Target 2008/09	
<ul style="list-style-type: none"> - Developing a Real Time Bus Information system, improving bus waiting facilities, improving safety on buses and at waiting facilities - Developing the transport and public information elements of the council website to meet e-government targets - 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. 	NI 178	<p>Increasing the % of users satisfied with local bus services to 65% by March 2010</p> <p>Enhanced e-information available by March 2009 subject to successful DfT bus funding bid</p> <p>Increasing the number of rail passenger journeys from Middlesbrough Station to 1,289,000 by March 2010</p>
<p>Improve road safety by:</p> <ul style="list-style-type: none"> • Developing Urban Safety Management initiatives to reduce the number of people killed or seriously injured on our roads, including: <ul style="list-style-type: none"> - traffic calming schemes, - 20mph residential zones, - education and training etc. 	<p>NI 47</p> <p>NI 48</p>	<p>Killed and Seriously Injured casualties reduced to 64</p> <p>Number of casualties in disadvantaged communities reduced to 278</p> <p>Number of vulnerable road-user casualties reduced to 171</p>
<p>Increase people's use of cycling and walking by:</p> <ul style="list-style-type: none"> • Continue to develop cycling improvements to encourage increased cycling levels, particularly within schools. 		<p>A sustainable cycling town status bid submitted by March 2009.</p> <p>The number of cycling trips increased by 5% by March 2009</p>

ENVIRONMENTAL SUSTAINABILITY

Middlesbrough recognises that climate change and global warming are the most serious environmental problems facing society. The community has published an award-winning action plan setting out how the town will deal with the effects of climate change and reduce emissions over the next ten years. The Mayor has embraced the planned emission savings in his Reduction Agenda. Targets to address climate change and emissions included in the LAA provide a focus for all partners to contribute to the annual work programmes, which include energy conservation measures and renewable energy schemes.

Middlesbrough recognises the importance of having clean air and of challenging perceptions about historic pollution and the impact these have on regeneration and community concerns. Air quality is measured closely, and modelling is undertaken to check that air quality levels are satisfactorily in accordance with projections.

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 in which to live and invest.

The quality of life for Middlesbrough's residents and the quality of the public spaces in which they live and work are crucial to Environmental Sustainability. The Environmental Theme Action Group is responsible for developing and delivering strategies and leading on the Government's national liveability agenda designed to deliver "cleaner, safer, greener public spaces and improvement of the quality of the built environment in deprived areas and across the country, with measurable improvement by 2008".

Strategic Priorities And Targets

Through investment, the town is already benefiting from a much cleaner, greener and safer environment. To make real progress in creating a cleaner and greener town with high-quality public spaces, good air quality, and an environment that support species and habitat biodiversity, the theme group has identified the following priority outcomes to be delivered through the LAA.

- Improve the standard of cleanliness throughout the town.
- Develop a high-quality network of public realm, open space and parks to serve the needs of the community.
- Increase the amount of household waste that is recycled and composted.
- Reduce the causes and adverse effects of climate change.

The Council's contributions are drawn from both national priorities delivered within a local context and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified for 2008/09 and these are set out below.

ENVIRONMENTAL SUSTAINABILITY

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
Improve the standard of cleanliness throughout the Town		
Improve the quality of the local environment, with a particular focus on reducing levels of litter and detritus by:		
<ul style="list-style-type: none"> Reducing the proportion of relevant land classified as unclean due to litter 	NI 195a	Reduce the % of land classified as unclean due to litter from 15% to 12%
<ul style="list-style-type: none"> Reducing the proportion of relevant land classified as unclean due to detritus 	NI 195b	Reduce the % of land classified as unclean due to detritus from 15% to 13%
<ul style="list-style-type: none"> Expanding the NI 195 plus monitoring system to include quality monitoring of recycling and waste collection services 	EN30	New local indicator introduced by June 2008
<ul style="list-style-type: none"> Developing a positive working relationship with Vale Contractors and ERIMUS 	EN31	Regular structured liaison and joint working where appropriate with Vale Contractors and ERIMUS
<ul style="list-style-type: none"> Introducing initiatives to improve local cleansing operations: <ul style="list-style-type: none"> - Integration of back alley cleansing operations - Street washing for high profile and high usage areas - Improved enforcement liaison to resolve recurring flytips and back street dumping - A new approach to the installation of litter and dog waste bins 	EN32	New initiatives in place by June 2008
<ul style="list-style-type: none"> Reviewing and improving the contribution to town cleanliness made by the Street Warden Service 	SC45	Review completed by March 2009
Improve air quality by:		
<ul style="list-style-type: none"> Continuously measuring air quality at 3 locations Completing a statutory review on local air quality Inspecting all registered industrial and commercial processes at least once in the year 	NI 194	2008 air quality report published by February 2009 Results of statutory review published by September 2008 96% of improvements are implemented by March 2009

Action	Milestone/Key Target 2008/09	
Develop a high-quality network of public realm open space and parks to serve the needs of the community		
<p>Increase the provision of quality open space surroundings by:</p> <ul style="list-style-type: none"> • Increasing the percentage of residents satisfied with parks and open spaces • Delivering Big Lottery Fund play portfolio capital schemes at Bonneygrove, The Avenue, Nunthorpe and Cypress Road Community Centre • Developing a master plan for Newham Grange Leisure Farm to enhance facilities for the public. • Consulting with the community on the preparation of strategy master plans for all of Middlesbrough's becks. • Developing a SMART action plan for the Green Spaces strategy • Developing and delivering capital schemes relating to the pilot pathfinder Play Allocation • Completing a series of environmental initiatives in parks and open spaces <ul style="list-style-type: none"> - fourth phase (gates) at Thorntree Park - review the future of the disused Adventure Playground building at Pallister park - Provide an additional footpath link and footbridge at Hemlington Lake • Improving security on allotment sites • Reviewing the Parks and Countryside section to fully incorporate the Council's countryside functions 	<p>EN33</p> <p>EN34</p> <p>EN35</p> <p>EN36</p> <p>EN37</p> <p>EN38</p> <p>EN39</p> <p>EN40</p> <p>EN41</p>	<p>82% or residents satisfied with parks and open spaces by 2010</p> <p>Play facility capital schemes completed by March 2009</p> <p>Farm master plan completed by March 2009</p> <p>Beck master plans completed by March 2009</p> <p>Action plan completed by October 2008</p> <p>Schemes completed by March 2009</p> <p>Projects completed by October 2008</p> <p>Provision of CCTV on 3 allotment sites by March 2008</p> <p>Service restructure completed by October 2008</p>
<p>Protect and enhance species and habitat biodiversity by:</p> <ul style="list-style-type: none"> • Implementing the Council's 'biodiversity duty' under the Natural Environment and Rural Communities Act • Implementing management plans for Berwick Hills Nature Reserve and Middlebeck • Increasing resource availability within the Countryside Team to carry out site specific tasks and engage with site users. 	<p>EN42</p> <p>EN43</p> <p>EN44</p>	<p>Biodiversity conservation and enhancement is integrated in all service policies and activities</p> <p>Management plans implemented by March 2009</p> <p>Environmental Task Force in place by March 2009</p>

Action	Milestone/Key Target 2008/09	
Increase the amount of household waste that is recycled or composted		
<p>Reduce waste sent to landfill and increase recycling by:</p> <ul style="list-style-type: none"> ● Introducing a revised Joint Waste Management Strategy for the Tees Valley. ● Developing a draft a contract for the procurement of recycling services linked to a Tees Valley procurement process for these services ● Developing the process of waste education through the introduction off a recycling and waste awareness programme, including: <ul style="list-style-type: none"> - a “Waste Action Club” to work with schools - the production of Ramadan calendars linked to recycling and waste awareness - extending the collections and the range of materials collected in schools and council office based recycling collections - work with cluster groups and Community Councils to promote recycling and waste awareness ● Completing the Waste Services Review 	<p>EN45</p> <p>EN46</p> <p>EN47</p> <p>EN48</p> <p>EN49</p>	<p>Strategy adopted by June 2008</p> <p>Draft contract produced by October 2008</p> <p>25 school visited by March 2009</p> <p>Range of recycling collections extended by March 2008</p> <p>Refuse and recycling collection days aligned by June 2008</p>
Reduce carbon emissions and adapt for the adverse effects of climate change		
<p>Tackle climate change through reduced greenhouse gas emissions by:</p> <ul style="list-style-type: none"> ● Delivering of a town wide Climate Change Action Plan with local stakeholders ● Publishing a council wide Carbon Reduction and Climate Adaptation Action Plan ● Implementing a National Beacon Award programme including 3 national workshops and a national conference 	<p>EN50</p> <p>EN51</p> <p>EN52</p>	<p>Mid-year report produced by December 2008</p> <p>Work programme completed by March 2009</p> <p>Action Pan to be published by October 2008</p> <p>National Beacon work programme published by July 2008</p>

FIT FOR PURPOSE

PLANNED ACTIONS IN 2008/09 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2008/09	
1. Provide strategic support and guidance to the Council on areas of corporate significance and promote a culture of continual improvement		
<p>Implement Data Quality Policy</p> <p>Agree and implement the (Draft) ICT Strategy</p> <p>Embed the Corporate Communications Strategy</p> <p>Review current provision of workforce information and formulate a project plan to facilitate improved service</p> <p>Ensure the Council is fully prepared for CPA 2008 and the implementation of CAA in March 2009 by:</p> <ul style="list-style-type: none"> ▪ Preparing a Direction of Travel self assessment ▪ Undertaking a gap analysis of Use of Resources Key Lines of Enquiry 2009 and prepare an action plan to ensure processes and systems are fully embedded 		<p>May 2008</p> <p>May 2008</p> <p>March 2009</p> <p>June 2008</p> <p>November 2008</p> <p>March 2009</p>
2. Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough		
<p>Implement an accommodation review of central buildings including Civic Centre and Vancouver House</p>		<p>December 2008</p>

Action	Milestone/Key Target 2008/09	
3. Support Members in the democratic process		
<p>Continue to respond to members training needs by re-evaluating training schedules to develop a programme that will equip Members with the knowledge and skills to continue to fulfil their role effectively</p> <p>Review the style and content of, then produce, an annual scrutiny report</p> <p>Evaluate the impact of previous scrutiny panel reviews by:</p> <ul style="list-style-type: none"> ▪ Reviewing the way recommendations are written to ensure that they can be measured effectively ▪ Developing a report format that will be designed to enable service areas to report on the implementation of recommendations and their effectiveness <p>Maintain Elected Member Development Programme by reviewing development strategy and annual development plan</p> <p>Develop the change management capabilities of leaders, managers and partners by incorporating change management skills into Elected Member Development Programme</p>		<p>May 2008</p> <p>July 2008</p> <p>February 2009</p> <p>February 2009</p> <p>September 2008</p> <p>April 2008</p>

Action	Milestone/Key Target 2008/09	
4. Promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity		
<p>Attain corporate Investors in People recognition</p> <p>Achieve Level 3 of the Equality Standard for Local Government</p> <p>Commence work towards level 4 – milestone – self assessment toolkit implementation</p> <p>Complete the delivery of the Procurement action plan and progress the Procurement development plan</p> <p>Obtain successful re-assessment of Lexcel following successful accreditation in February 2007</p> <p>Prepare for and deliver the New Statutory New Place Survey</p> <p>Roll out the Consultation Database</p> <p>Develop a training programme for officers involved in workforce planning and workforce development planning to ensure each department has representatives with the required skills</p> <p>Invest in the development of new sets of management skills by introducing career pathways approach to develop first line and middle managers</p>		<p>September 2008</p> <p>June 2008</p> <p>March 2009</p> <p>March 2009</p> <p>May 2008</p> <p>October 2008</p> <p>June 2008</p> <p>September 2008</p> <p>April 2009</p>
5. Ensure that the Council achieves, manages and improves value for money		
<p>Complete phase II of Job Evaluation</p> <p>Implement the Value for Money Strategy</p> <p>Undertake and report on a programme of VFM reviews</p>		<p>May 2008</p> <p>March 2009</p>

Action	Milestone/Key Target 2008/09	
6. Ensure the organisation is able to act as a Community leader and deliver partnership working at a strategic level.		
Publish a Sustainable Community Strategy Negotiate a new style LAA in line with national guidelines Agree the recommendations following the review of Middlesbrough Partnership		September 2008 June 2008 June 2008