



STRATEGIC PLAN

2008/09 – 2010/11

PART I

OUR VISION

Raising Hope

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

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

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

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

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

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

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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
- to align the service and medium-term financial planning processes.

The Strategic Plan, which sits below the Sustainable 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.

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, presenting an overview of performance against planned actions during the previous year and setting out key actions for the next financial year.

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.

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.

THE STRATEGIC PLAN IN CONTEXT

This section contains summary information about:

the town of Middlesbrough

Middlesbrough Council.

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

MIDDLESBROUGH – THE TOWN

Middlesbrough is a town near the north-east coast of England with a population of 138,400¹, which makes it the ninth smallest unitary council in England. Middlesbrough is located at the centre of the Tees Valley conurbation which has a population of around 657,000 centred around the River Tees. The population is made up of around 58,600 households and is the most densely populated borough in the region. It is bounded by the River Tees to the north and built-up urban boundaries to the east and west. Its southern boundary is close to the edge of the built-up area, leaving virtually no room for expansion. 7.5% of the population is made up of minority ethnic communities, which is the highest concentration in the north-east. Middlesbrough has 23 wards, of which 13 are amongst the most deprived 10% in England. Overall Middlesbrough ranks as the ninth most deprived community out of 354 district councils in England.

The Tees Valley area's economic strengths were built on iron and steel, ship building, heavy engineering and chemicals. It retains strengths in several of these areas although activity is virtually all outside the boundary of Middlesbrough itself. Massive industrial restructuring in the area has changed the face of the town's economy. The town centre now provides most of the town's employment with the service sector predominating. 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.

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

- a thriving town centre which is the main retail centre for the area and a successful, expanding university;
- Mima, the art gallery in the town centre which opened in 2007, together with the redesigned Square. These have given a new heart to the town and provided an ideal venue for a series of high profile events in the year since it was opened for business.
- extensive remediated waterfront sites currently under development e.g. Middlehaven;

¹ Office for National Statistics mid-year estimate 2006, published 2007

- close proximity to Teesport, the second largest port in Britain, and two international airports;
- a good road infrastructure, with little congestion relative to other regions;
- ready access to the East Coast main rail line;
- proximity to the North Yorkshire Moors and Yorkshire Dales; and
- a ready and flexible labour supply.

At the centre of the Tees Valley, Middlesbrough is the acknowledged sub-regional capital with high levels of community identity and growing community confidence. The physical face of the town is being visibly transformed by major schemes. Some are recently completed, whilst others are either in progress or planned for the near future. This sense of a town on the move has contributed to the proportion of residents who believe Middlesbrough is a good place to live (81% in 2007, up from 68% in 2005).

MIDDLESBROUGH – THE COUNCIL

The Council is one of only 13 in the country operating a directly elected mayoral model. Ray Mallon is the town's mayor and was first elected in 2002. The system has been judged to be working well by a wide range of independent inspectors and auditors who have assessed it in detail. This view was supported by the public in the 2007 election when the Mayor was comfortably re-elected.

The Mayor has a mixed party cabinet of nine, holding the following portfolios:

- Deputy Mayor
- Economic development
- Regeneration and culture
- Children, families and learning
- Transport
- Community safety and leisure
- Social care and health
- Resources
- Streetscene

The scrutiny arm of the Council has also been widely recognised for the quality of its work and is led by the Overview and Scrutiny Board, comprising the chair plus 12 members.

The following panels report to the Board:

- Children & Learning Scrutiny Panel
- Community Safety & Leisure Scrutiny Panel
- Economic Regeneration & Transport Scrutiny Panel
- Environment Scrutiny Panel

- Health Scrutiny Panel
- South Tees Health Scrutiny Joint Committee
- Tees Valley Joint Health Scrutiny Committee
- Social Care & Adult Services Scrutiny Panel
- Ad Hoc Panels as required
- 'Call In' (when initiated)

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

- educating approximately 5,500 secondary school pupils, 11,500 primary school pupils and 2,000 nursery pupils
- providing support and care to approximately 11,500 older people, 1,300 people with disabilities, 1,200 people with mental health problems and 700 people with learning disabilities, looking after approximately 260 children and arranging adoptions
- assisting approximately 600,00 visitors to libraries, who borrowed 650,000 items
- accommodating over 180,000 visitors to our museums
- assisting approximately 1.3 million visitors to our leisure centres and teaching approximately 1,750 children to swim
- dealing with over 1,000 planning applications
- making over three-million household refuse collections and approximately 20,000 bulky waste collections
- maintaining and cleaning approximately 567 km of roads and 945 km of footpaths
- maintaining over 1,100 hectares of land (11,000,000m²), which includes grass, shrubs, cemeteries, sports fields, golf courses, flower beds and becks.

To achieve this the council employs more than 7,000 people, making it one of the largest employers in the area. It also works hard to make Middlesbrough an attractive place for private sector employers, both large and small, to do business.

The Council is a recognised strong performer against all external inspection and regulatory measures. In the 2007 Corporate Performance Assessment, Middlesbrough achieved a 4-star rating, with four out of eight service blocks (including the corporate assessment) achieving level 4, which is the highest possible level of performance and four meeting level 3. Its Social Care service is one of only 18 out of 150 in the country achieving the highest possible performance assessment. Notwithstanding its consistent high performance overall, Middlesbrough continues to improve and is ranked 28th out of 388 authorities as measured by the percentage of performance indicators improved over the last 3 years. It now has 40% of its performance indicators in the top quartile.

SUMMARY OF THE LONG-TERM VISION

The Council is a lead partner in delivering the aspirations of the Middlesbrough Sustainable Community Strategy, which is, in turn, based on the national/local shared government priorities.

RAISING HOPE AGENDA

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

The Mayor's "Raising Hope" agenda is built on four pillars:

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

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

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

REDUCTION AGENDA

In 2004 the Mayor introduced the next phase of his Raising Hope agenda, his reduction priorities. The reduction priorities are based on tackling problems at source. By focusing on reduction rather than reaction it is intended to create a virtuous circle of improvement in the quality of people's lives and redirect resources away from reactive activities and invest them in proactive work. Many of the reduction priorities are longer term and need to be carried out in partnership in order to achieve them. The 20 reduction priorities are:

reduce alcohol abuse	reduce unemployment
reduce smoking	reduce benefit dependency
reduce obesity	reduce overall crime
reduce deaths from heart disease and strokes	reduce household burglaries

reduce stress related illness	reduce vehicle crime
reduce the consumption of fatty foods	reduce anti-social behaviour
reduce children leaving school without qualifications	reduce proportion of journeys made by car
reduce school exclusions	reduce CO ₂ emissions
reduce absence from school	reduce landfilled waste
reduce road traffic accidents	reduce unfit homes

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

The Sustainable Community Strategy 2008 identifies the strategic priorities for each Sustainable Community Strategy theme; these are set out in the table on page 28. The Council's contributions to the achievement of the Strategic Priorities, the Mayor's Priorities, the planned actions and key targets for future improvement are outlined in Part II of this plan. In addition, the Council has an overarching "Fit for Purpose" theme. This theme identifies the Council's organisational commitments and objectives, which help to ensure the Council is organisationally 'fit for purpose' to act as community leader and contribute effectively to the achievement of the Sustainable Community Strategy themes.

WORKING IN PARTNERSHIP

Modern local government is built around partnership working and Middlesbrough is no exception. At the local level, the Local Strategic Partnership (LSP) is the key partnership. LSP partners have worked to produce the Sustainable Community Strategy (SCS) and the associated Local Area Agreement.

The SCS sets out the long term plan to improve the economic, social and environmental well-being of Middlesbrough and to contribute to sustainable development. The SCS is a long-term plan.

The Local Area Agreement is an agreement between central government (represented by Government Office) 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 Sustainable Community Strategy 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 198 national indicators. The LAA includes 16 mandatory attainment targets, as well as *up to* 35 improvement targets (taken from the remaining 182 indicators).

The list of targets reflects the local situation, with a particular emphasis on areas where improvement is needed. With only 35 indicators available, prioritisation is necessary.

The LSP is divided into action groups, which mirror the priority themes of the strategy. 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.

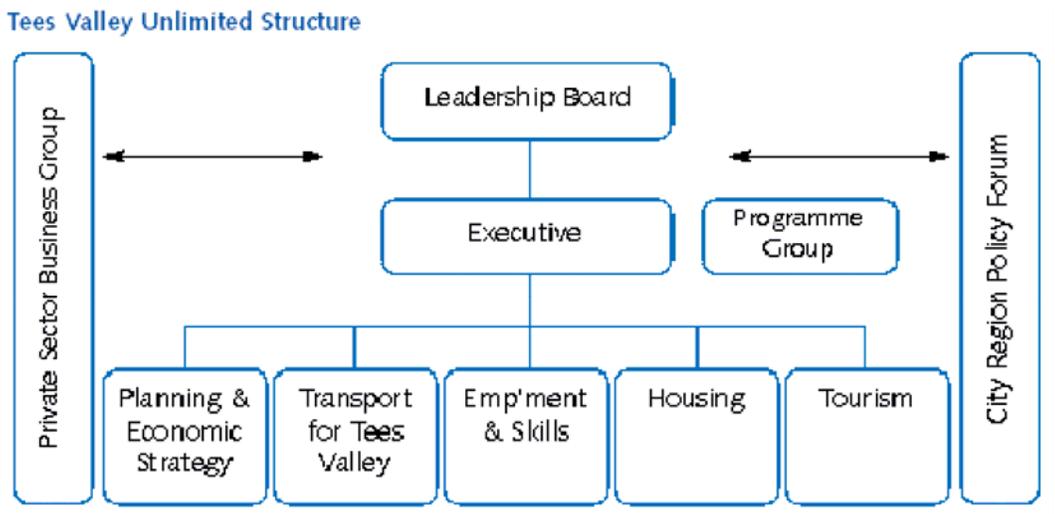
The LSP brings together agencies and stakeholders from all sectors of the community. The aspirations of the partnership, which are based on shared national and local government priorities, complement the Mayor's vision. The shared priorities are:

- safer and stronger communities
- children and young people
- adult health and wellbeing – tackling exclusion and promoting equality
- local economy
- environmental sustainability.

Middlesbrough's fortunes are inextricably linked to the economic prosperity of the sub-region. 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. The table below shows the structure and areas of focus.



As part of the Business Case, a 10-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 co-ordinated by the Tees Valley Joint Strategy Unit, a joint body established by the five Tees Valley local authorities.

As with the Community Strategy and LAA, the City Region Investment Strategy and the MAA have been the product of extensive collaborative partnership working across all sectors.

COMMUNITY ENGAGEMENT

Engaging the local community is essential if the Council is to achieve its organisational commitments and objectives to act as community leader and contribute effectively to the achievement of the 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 the way we work to give citizens and communities a bigger say
- enabling local partners to respond more flexibly to local needs
- reducing the amount of top-down control from central government.²

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

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

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

COMMUNICATIONS

The image we project as a council is important because it helps the public and our partners understand the work we do. It is also important that we engage in two-way dialogue with our partners, customers and other stakeholders. We have produced a Communications Strategy that provides details of our communication aims and objectives and the actions we are taking to achieve these, as well as providing the Council's guiding principles for communication.

These are that all communication should be:

- clear and easy to understand
- open and honest
- accessible
- responsive
- consistent and co-ordinated.

² 'Strong and Prosperous Communities – The Local Government White Paper', Communities and Local Government, October 2006.

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

CONSULTATION

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

Effective	The outcomes of consultation inform decision-making and service delivery.
Appropriate	There should be an identified need for consultation. It should be proportionate, and undertaken with the relevant sections of the community. Duplication should be avoided.
Inclusive	Every citizen of Middlesbrough, including hard-to reach groups, should have the opportunity to express their views and have them considered.
Co-ordinated	There should be a consistent and co-ordinated approach to consultation.

DIVERSITY AND COMMUNITY COHESION

Diversity and community cohesion are crucial to promoting greater knowledge, respect and contact between various cultures and to establishing a greater sense of citizenship.

A diverse and cohesive community is one with:

Common vision	There is common vision and a sense of belonging for all communities.
Diversity of people	The diversity of people's 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.

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

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

Further details of how the Council will achieve this are contained in the Council's Diversity Policy and Equality Schemes.

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.

NEIGHBOURHOOD RENEWAL AND MANAGEMENT

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

Neighbourhood Renewal is therefore a cross-theme focus within the 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
- reverse the trend of population decline.

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

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

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 which 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% a year reduction.

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:

- 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 EcoSchools
- distribution of over 4,000 compost bins, 80% of which are still in use
- more than £1.7 million worth of Warmfront grants for domestic energy.

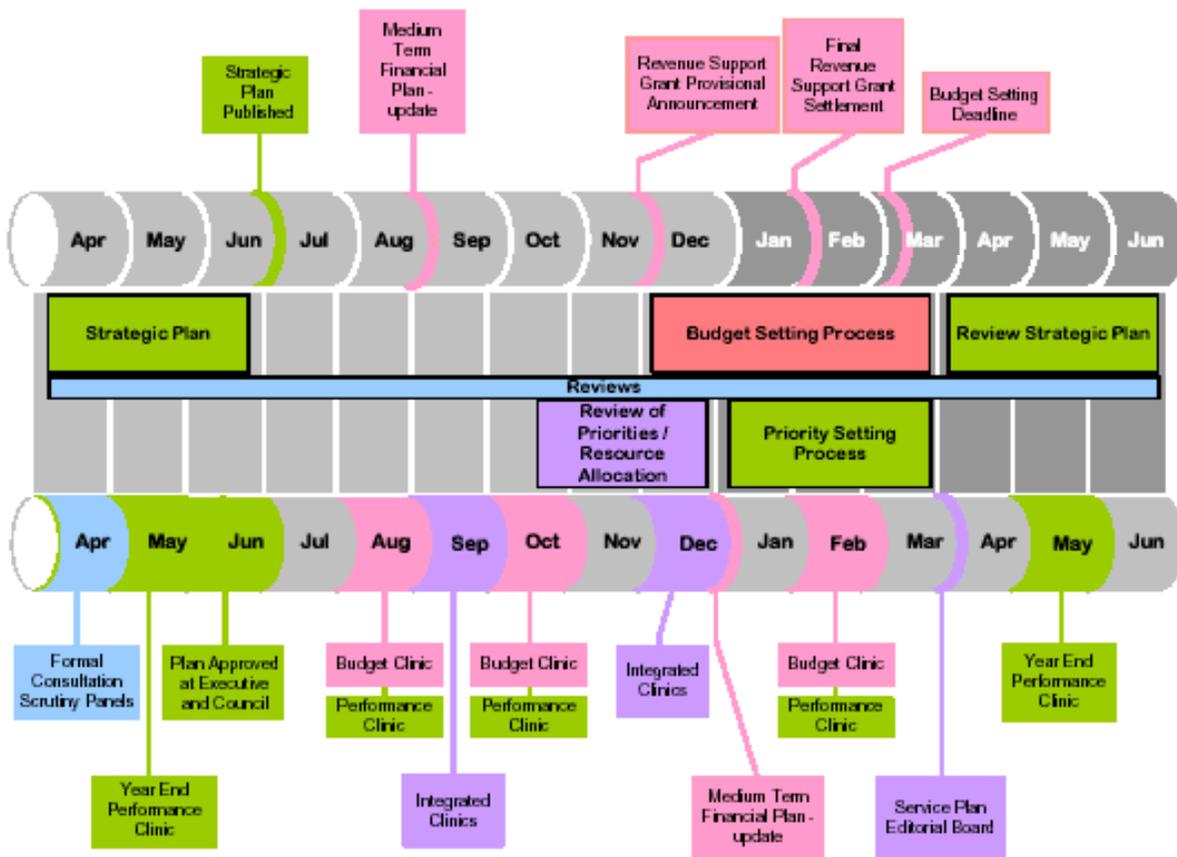
In 2008 Middlesbrough was awarded Beacon status for its work in tackling climate change, the only unitary council to be recognised in this way.

PRIORITY AND BUDGET SETTING PROCESS

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

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

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



BUDGET STRATEGY AND THE MEDIUM-TERM FINANCIAL PLAN

BUDGET CONSULTATION

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

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

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

BUDGET SETTING STRATEGY

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

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

- maintain existing funding levels for Social Care, adjusted for evidenced and established external demand pressures
- to ensure that the impact of legislative changes are considered as part of the budget setting process.

EFFICIENCY SAVINGS

In July 2004 the Gershon Review was published. Following the review an efficiency target of £6.45 billion in efficiency gains was set for local government. This was to be achieved by 2007/2008 and translates onto 7.5% off the 2004/2005 baseline – 2.5% year on year, of which 1.25% per year must be cashable gains.

In the Comprehensive Spending Review 2007, which covers 2008/2009 to 2010/2011, 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 2010/2011.

In setting the 2008/2009 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 our future efficiency targets and details of efficiency gains already achieved are shown in Part III of this Plan.

MEDIUM -TERM FINANCIAL PLAN

The Medium-Term Financial Plan (MTFP) projects the levels of resources and commitments across a three-year period, and is used to support strategic policy and service planning across the Council.

The level of resources estimated to be available is based on the 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 fall-out of specific grant funding, pay awards, increase in employer pension contribution rates, investments in key services and efficiency savings.

The MTFP also takes into account financial risks to the Council for example, Equal Pay, Single Status, Building Schools for the Future, Partnership arrangements with 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. The MTFP and the Strategic Risk Register are included in Part III of this Plan.

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, Primary Schools Review, 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 5-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.
- 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 IDeA 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 5-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 councils 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.

- The development of a third 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, BUDGET AND RISK MANAGEMENT PROCESSES

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. 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 Clinic	Member-led challenge – strategic level regarding progress in delivering priorities within budget
November to December	Q2 Performance Clinic	Detailed monitoring of key performance information (PIs, Planned Actions, Reviews, Risks and actions identified at previous clinic) Identification of emerging priorities
	Q2 Budget Clinic	Detailed budget monitoring. This clinic includes a review of last financial year's outturn
	Integrated Clinic	Member led challenge – strategic level regarding progress in delivering priorities within budget
December	Financial information released	Consultation on Medium Term Financial Plan and budget setting
	LSP Accountability Clinics	Review of progress against LSP targets, information fed into Council's performance management process
February	Q3 Performance Clinic	Review and evaluation of performance to feed into next year's priorities and targets
	Q3 Budget Clinic	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
April		Strategic Plan and service plans available
May / June	Quarter 4 Performance Clinic	Evaluation of progress against targets and priorities feeding into a final review of targets and priorities set (during service planning)
June assessment	GONE LSP	Information on progress and any changes to priorities fed into the relevant Council area

The impact of the Council's processes can be seen in its performance. By the end of the third quarter of 2007/08:

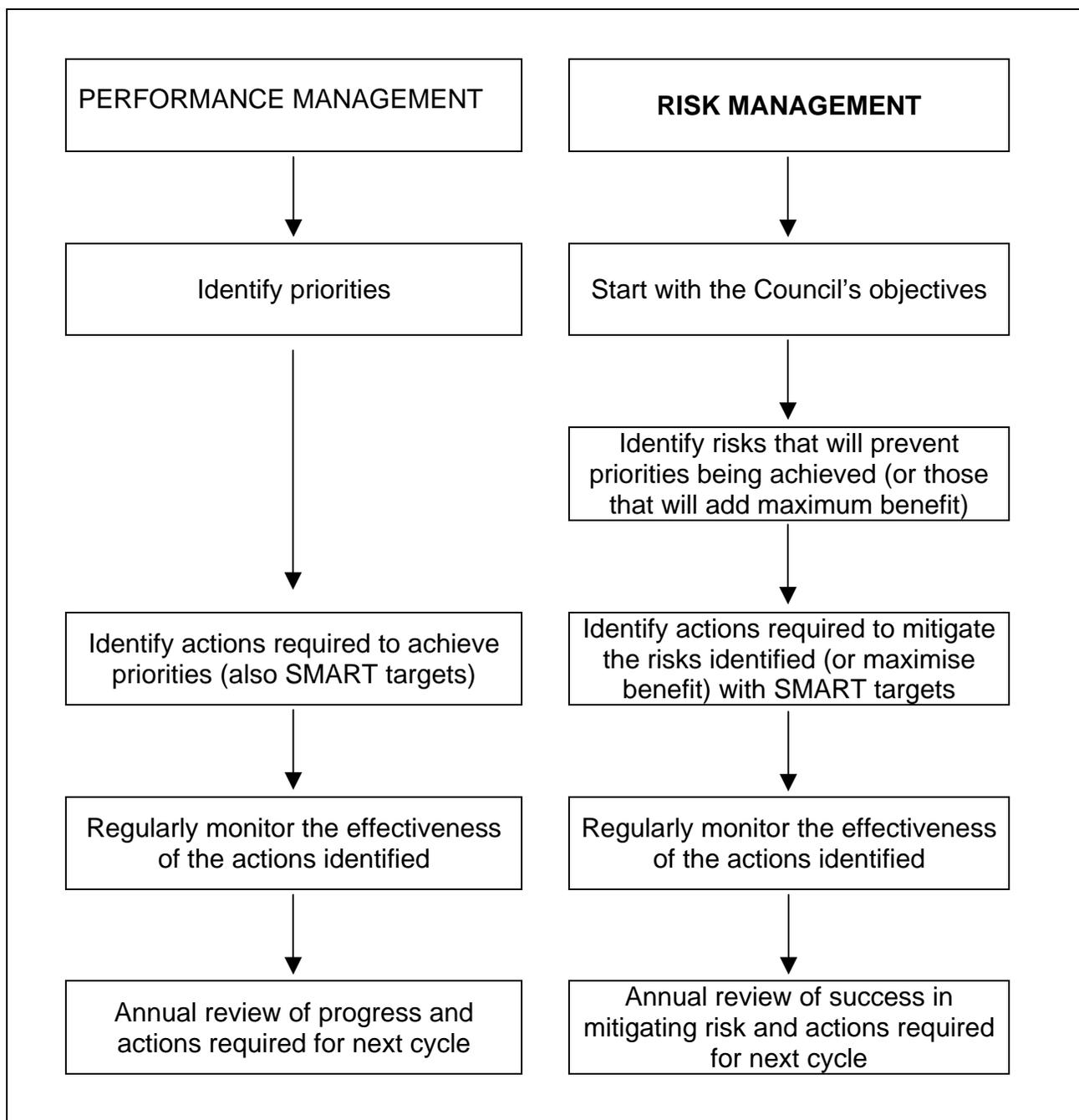
- the Council had achieved 89% of key planned actions contributing to Council priorities
- performance against 62% of BVPIs were on target
- Of the 107 LAA targets reported, 79% were reported as on target.
- 40% of BVPIs were in the top quartile, this has improved from 30% in 2005/06.

(to be updated following quarter 4 results)

RISK MANAGEMENT

Performance management and 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.

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.

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

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

THE COUNCIL’S MEDIUM-TERM PRIORITIES

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

SUSTAINABLE COMMUNITY STRATEGY THEMES - STRATEGIC PRIORITIES
Stronger communities
<ul style="list-style-type: none"> • 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 responsible 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
Safer communities
<ul style="list-style-type: none"> • 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
Children and young people
<ul style="list-style-type: none"> • Be healthy • Stay safe • Enjoy and achieve • Make a positive contribution • Achieve economic well-being
Adult health and wellbeing – tackling exclusion and promoting equality
<ul style="list-style-type: none"> • 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 we close the gap between the levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average • Tackle exclusion and promote equality

SUSTAINABLE COMMUNITY STRATEGY THEMES - STRATEGIC PRIORITIES

Local economy

Economic vitality

- Establish an environment that encourages and supports economic vitality
- Provide business support that encourages more businesses to set up, locate and grow here
- Ensure 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

Housing

- Rejuvenate and renew the housing stock
- Ensure new housing developments provides choice
- Improve and maintain existing housing
- Address specific community and social needs

Transport

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

Environmental sustainability

- 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 carbon emissions and adapt for the adverse effects of climate change

Fit for Purpose

- Provide strategic support and guidance to the Council on areas of corporate significance and promote a culture of continual improvement
- Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough
- Support Members in the democratic process
- Promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity
- Ensure that the Council achieves, manages and improves value for money
- Ensure the organisation is able to act as a community leader and deliver partnership working at a strategic level

N.B. subject to change

SUSTAINABLE COMMUNITY STRATEGY THEMES

STRONGER COMMUNITIES

A Stronger Communities cross-cutting theme is seen as adding 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 the Middlesbrough Black and Minority Ethnic (BME) Network and Middlesbrough Council of Faiths.

The Sustainable Community Strategy recognises the importance of working with local communities as a driver for regeneration and improvement. The overall vision for the Sustainable 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”.

The vision also says “Our people will make this happen by improving the way Middlesbrough looks and feels, making it a better place to live, work and invest” and “Middlesbrough will succeed through its people”.

The main aim of the Middlesbrough LAA is to improve the quality of life for Middlesbrough people. No single indicator, activity or outcome can encompass the wide scope of this aim, although the indicators below underpin and illustrate some of what it will mean to improve the quality of life in Middlesbrough.

The following text sets out the different elements of building a stronger Middlesbrough, and links strategic priorities to local outcomes and indicators. It highlights the strategic priorities as set out in the Sustainable Community Strategy but further focuses upon the development of a stronger communities agenda.

STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

The strategic priority 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:

- 1. To empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery**
- 2. 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**
- 3. To support the development of an increasingly robust, optimistic and effective Voluntary and Community Sector.**

- 4. 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.**

MAYOR'S REDUCTION AGENDA

Four of the Mayor's reduction priorities are supported by the "Creating safer and stronger communities" theme these are:

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

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

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

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

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

SAFER COMMUNITIES

Middlesbrough's 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.

STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

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".

Middlesbrough's community safety plan is still being drafted – key community safety priorities.

To help in this, the Safer Middlesbrough Partnership has identified five strategic priorities:

- 1. Young people – diverting away from crime and anti social behaviour, and reducing their vulnerability to crime**
- 2. Reducing re-offending**
- 3. Reducing repeat victimisation**
- 4. Town centre safety**
- 5. Neighbourhood safety**

The LAA will enable the Safer Middlesbrough Partnership to achieve these strategic priorities. The priorities and targets identified in the LAA reflect a balance between national priorities and local priorities identified through the annual Safer Middlesbrough Partnership Strategic Assessment.

To help in the planning and delivery of its priorities, the Partnership has restructured itself, based on three distinct approaches.

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

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RELATIONSHIP WITH OTHER THEMES

Throughout the term of the LAA, the Safer Middlesbrough Partnership and the Children and Young People Strategic Partnership 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 coordination of resources involved in tackling the problem of young people misusing alcohol. This will include attention to education, enforcement, reducing the availability of alcohol, parents and alternative activities for young people.

CHILDREN AND YOUNG PEOPLE

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

Children and Young People's Trust

The trust was formed in 2007 following a period of development under the Children's Trust Development Group and the Young People's Strategic Partnership. The trust board reports to the Middlesbrough Partnership and has five themed sub groups addressing each of the Every Child Matters outcomes with additional groups addressing communication and engagement and workforce development.

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 and 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/networked services will build on this to provide services focused around children and families.

Plans and strategies that support this theme include:

- Children and Young People's Plan
- Children, Families and Learning Plan 2008-20011
- 14-19 Strategy
- Early Years Development and Childcare Plan
- ICT Strategy and Development Plan
- Annual Library Plan.

STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

Middlesbrough's high levels of disadvantage impact upon the health and wellbeing of its children. There is also a culture of low self-esteem and low personal expectation. Education is often undervalued in many households and a lack of parental encouragement and support has led to poor attendance and achievement at school. Whilst these circumstances present significant challenges, there are already strong signs of improvement. Part II of this Plan sets out some of the achievements Middlesbrough Council has made over the past year that have contributed towards the "Supporting children and learning" theme.

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

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

1. Be healthy

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

2. Stay safe

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

3. Enjoy and achieve

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

4. Make a positive contribution

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

5. Achieve economic well-being

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

MAYOR'S REDUCTION AGENDA

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

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

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

- reduce the percentage of pupils aged 16 leaving school without a recognised qualification from 5.2% to 3.6% by 2009
- reduce the percentage of pupils permanently excluded from school during the academic year from 0.20% to 0.15% by 2010
- reduce the percentage of secondary age pupils who are persistent absentees, i.e. missing 20% or more of the school year, from 10.4% to 7.5% by 2010

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

ADULT HEALTH AND WELLBEING – TACKLING EXCLUSION AND PROMOTING EQUALITY

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

The partnerships that promote this theme include:

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

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

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

STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

In recent years, Middlesbrough has made some excellent progress in health and social care. Part II of this Plan sets out some of the achievements Middlesbrough Council has made over the past twelve months that have contributed towards the Sustainable Community Strategy theme. However, there are still some major challenges ahead of us. The Middlesbrough Health and Social Care Partnership has identified four strategic priorities to support its overall aim. The Council's contributions to these strategic priorities are drawn from the "Raising Hope" agenda and national priorities delivered in a local setting.

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

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

dependency, to providing services that enable vulnerable adults and older people to exercise choice and control over their lives.

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

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

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

People who experience disadvantage, lower educational attainment or insecure employment are more likely to have poorer health outcomes and earlier death compared with the rest of the population. The gap in expectancy between different council wards in Middlesbrough has not reduced sufficiently. The reasons for these differences in health outcomes are complex, but two key elements are poor access to public services, and the effectiveness with which people use them. Ensuring that the Council and its partners provide services, relative to need, will make a significant contribution to breaking the generational cycle of poor health.

4. Tackle exclusion and promote equality.

To be added from Sustainable Community Strategy/Local Area Agreement when written

MAYOR'S REDUCTION AGENDA

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

These reduction areas are major issues for Middlesbrough for the following reasons:

- one in 25 adults in Middlesbrough has a serious alcohol problem
- latest figures indicate that the proportion of people who smoke in Middlesbrough is 34% which is above the national average of 26%
- the proportions of people dying each year from circulatory disease and heart attacks is much higher in Middlesbrough than the national average
- in Middlesbrough one in four adults are overweight and one in six are obese.

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

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

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

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

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. In order to address these challenges, a number of strategic priorities for each part of this theme have been identified, shown below.

STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

Economic vitality

This theme is led 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. EVAG 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 prioritising the regeneration of the urban core of the Tees Valley.

EVAG recognises the importance of collaborative working with the other Local Strategic Partnership thematic groups, and commits 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.

The strategic priorities for this theme are:

- 1. Establish an environment that encourages and supports economic vitality.**
- 2. Provide business support that encourages more businesses to set up, locate and grow here.**
- 3. Ensure that local people have the skills for and can access jobs and opportunities.**
- 4. 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.**

Housing

Middlesbrough Housing Strategy 2005–2008 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”.

The Housing Strategy is closely aligned with, and placed in the context of, the Middlesbrough Sustainable Community Strategy.

The Sustainable Community Strategy addresses housing within its theme – “Local Economy” – 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 Sustainable 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”.

The strategic priorities for this theme are:

- 1. Rejuvenate and renew the housing stock**
- 2. Ensure that the type, mix and range of new housing developments provide choice, quality and affordability, whilst meeting residents’ aspirations**
- 3. Improve and maintain existing housing in both the social and private sectors, increasing choice and creating sustainability**
- 4. Address specific community and social housing needs.**

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. Middlesbrough's Housing Strategy ensures the realisation of the regional vision as well as tackling local housing issues. 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 all the key statutory, voluntary, community and private sector agencies, which have been selected because they:

- have community/stakeholder support
- assist in meeting Strategic Priorities set out in the Sustainable Community Strategy
- assist in meeting Regional Housing Strategy Objectives
- meet national priorities.

Transport

The long-term transport strategy for Middlesbrough is set out in Middlesbrough Local Transport Plan. It identifies five strategic priorities for this theme, which reflect the Government's shared priorities for transport. These are:

- 1. Access to work and important services.**
- 2. Avoiding congestion.**
- 3. Improving road safety.**
- 4. Managing environmental impact.**
- 5. Highways maintenance and increased use of cycling and walking.**

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.

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

Central to the Mayor's vision is the encouragement of enterprise and the promotion of employment issues. This is outlined in the Council's Economic Development Strategy 2006. This strategy has, at its core, three independent but inter-related pillars of physical regeneration, enterprise and employment plus a fourth pillar that recognises indirect and cross-cutting issues where the Council can make additional contributions to success.

RELATIONSHIP WITH OTHER THEMES

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. The Local Transport Plan clearly illustrates the relationship each Sustainable Community Strategy theme has to transport in Middlesbrough, highlighting the implications and contributions for transport. Set out below are a selection of examples.

- **Supporting Children and Learning**
 - Building schools for the future programme of £80m of new and improved secondary schools, with new travel patterns
 - New Middlesbrough College site at Middlehaven, with new travel patterns
 - Primary school sector amalgamations
 - Continuing growth of places at the University of Teesside, with new travel patterns
 - Increased travel to educational facilities overall through parental choice
 - Promotion of healthier modes, putting pressure on the provision and quality of facilities for walking and cycling.

- **Promoting Healthier Communities for All and Effective Social Care for Adults**
 - Choice of treatment centres, extending journeys with new travel patterns
 - Changing social care delivery arrangements, with new travel patterns
 - Changing MPCT delivery arrangements for GP surgeries and hospital services, with new travel patterns
 - Promotion of healthier modes, putting pressure on provision and quality of facilities for walking and cycling.

- **Creating Safer and Stronger Communities**
 - Criminal activity in places with poor lighting and CCTV coverage, including car parks and public transport waiting facilities and vehicles
 - Understanding people's travel needs
 - Poor-quality public spaces
 - A 24-hour town centre requires new arrangements for secure transport and parking.

- **Transforming our Local Environment**
 - Traffic congestion and pollution
 - Undesirable/unattractive public transport waiting environments
 - Quality of pedestrian and cycle routes, including interaction with other highway uses
 - Emissions of CO₂ and other pollutants
 - Noise pollution
 - Poor-quality public spaces

- **Promoting the Economic Vitality of Middlesbrough**

- Regeneration creates further demand to travel locally, with associated problems of congestion and pollution
- Congestion impacts on trunk-road corridors, with regional impact
- Increased access required to promote tourism
- Changed movement patterns because of renewal of older housing, especially in the town centre

Enhanced cultural activities and the 24-hour economy require new patterns of transport provision, parking and security

MAYOR'S REDUCTION AGENDA

Two of the Mayor's reduction priorities are supported by the "Meeting local transport needs more efficiently" theme these are:

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

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

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

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

ENVIRONMENTAL SUSTAINABILITY

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

- Environment Thematic Action Group
- Environmental and Sustainable Transport (EAST) Partnership
- Middlesbrough Environment City
- Action 20/20 (LA21 Framework)
- Contaminated Land Strategy
- Climate Change Community Action Plan
- Middlesbrough Air Quality Action Plan
- Tees Valley Bio-Diversity Action Plan
- Environmental Sustainability Strategy
- Recycling Plan
- Waste Strategy.

STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

The Mayor’s “Raising Hope” agenda highlights the need to improve the environment and reduce environmental impacts as key to making the town a more attractive place to live and invest. This desire has seen a significant increase in resources to improve the quality of the environment. Part II of this Plan identifies some of the achievements the Council has made over the past year, as a result of this investment, that have contributed towards the “Transforming our local environment” theme.

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. The Council’s priority contributions to the new “Environmental Sustainability “ theme draws on the “Raising Hope” agenda as well as addressing the wider issues of the Government’s shared priorities.

1. Improve the standard of cleanliness throughout the town

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

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

3. 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 land filled. Recycling is an important element of managing waste. The promotion of recycling is also very important when engaging the public on wider issues of environmental sustainability.

4. 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 quality of greenhouse gases. By taking a lead on environmental improvement now, significant economic and social gains can be made.

MAYOR'S REDUCTION AGENDA

Two of the Mayor's reduction priorities are supported by the "Transforming our local environment" these are:

- reduce CO₂ emissions
- reduce landfilled waste

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

- reduce carbon dioxide emissions by 12.5% , from the baseline figure of 815,000 tonnes in 2000, by 2010
- reduce the proportion of household waste that is landfilled to 7% by 2011.

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

FIT FOR PURPOSE

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

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

COUNCIL’S PRIORITY CONTRIBUTIONS TO “FIT FOR PURPOSE”

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

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

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

1. Provide strategic support and guidance to the Council on areas of corporate significance and promote a culture of continual improvement
2. Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough
3. Support Members in the democratic process
4. Promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity
5. Ensure that the Council achieves, manages and improves value for money
6. Ensure the organisation is able to act as a community leader and deliver partnership working at a strategic level

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

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

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

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