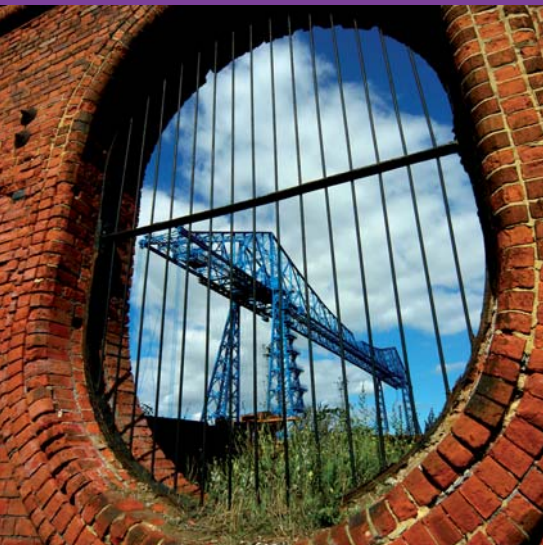


Middlesbrough Sustainable Community Strategy 2008 - 2023



FOREWORD

STRENGTH IN NUMBERS TO ACHIEVE OUR VISION

The Sustainable Community Strategy sets out the long-term vision for the town and describes how we would like our community to look and operate by 2023.

We all recognise that the current economic circumstances and their consequent impact on investment in both the private and public sectors will make achieving future positive change difficult.

The town, however, has come through such crises in the past. It has coped with massive structural change in its employment base and transformed its physical environment.

To maintain this momentum through what will be a difficult period, it is essential that we believe in and work towards our vision of making Middlesbrough 'a thriving, vibrant community where people and businesses succeed'.

This vision will only be achieved if all people, businesses, organisations and local and central government work together. This partnership approach is a key feature of the town and a reason it has come so far. Through the Local Strategic Partnership – the body that brings all interests in the town together – that ability to work together will be harnessed.

It is testimony to many years of such partnership working that the shared vision of a well-run, sustainable and highly regarded town where residents feel included, safe, healthy and have both the opportunity and ambition to achieve their full potential is now within our grasp.

Recent events have shown that national and international circumstances can have significant impacts on our ambitions. Nothing, however, will deflect us from our commitment to continue the transformation of our town.

Les Southerton
Chair of Middlesbrough Partnership

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CHAPTER 1

THE PURPOSE OF THE SUSTAINABLE COMMUNITY STRATEGY FOR MIDDLESBROUGH

The Sustainable Community Strategy for Middlesbrough has been developed to provide the framework for members of Middlesbrough Partnership, organisations, groups of people and individuals to work together to improve the quality of life in Middlesbrough by 2023.

It sets out Middlesbrough Partnership's shared vision for the town and its residents and how it will work together to achieve the vision.

The Sustainable Community Strategy is the overarching strategy for improving Middlesbrough. It is the result of detailed analysis of the town's current position, and the challenges and opportunities that lie ahead over the next fifteen years. The Strategy is simply a strategic overview, as there are a range of more specific and detailed plans and strategies that sit beneath it and identify what needs to be done (for example, in terms of health or community safety) to ensure that the overall vision for Middlesbrough can be realised.

The **Sustainable Community Strategy** acts as a focus for the work of the members of the Middlesbrough Partnership.

CHAPTER 2

MIDDLESBROUGH AND ITS COMMUNITIES

Middlesbrough and its history

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

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



The town developed to service the rapid growth of the wider Tees Valley economy from the industrial revolution of the 19th century onwards, with the river bank and the surrounding areas providing the major source of local employment in the iron and steel, shipbuilding, heavy engineering and petrochemical industries.

The rapid decline of traditional industries in the latter half of the 20th century had a major impact on Middlesbrough, leaving a legacy of deprivation, particularly in the east and north of the borough. Middlesbrough and the wider Tees Valley area continue to perform poorly against key economic indicators and associated indicators of well-being. The Indices of Deprivation 2007 identifies Middlesbrough as the ninth most deprived local authority area in England, with 13 of the town's 23 wards within the 10% most deprived nationally across a range of factors. The most deprived wards in Middlesbrough are:

- Middlehaven
- Gresham
- Claireville
- Thortree
- Hemlington.

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

However, Middlesbrough is making significant progress in tackling these key challenges. It is forging a new and exciting identity.

Modern Middlesbrough

Today Middlesbrough is a major retail, commercial and university town with new business in media, design and e-commerce. At the centre of the Tees Valley, Middlesbrough is the acknowledged sub-regional capital, with high levels of community identity and growing confidence. Transformational place-shaping, with a strong focus on culture, is central to future plans for the Tees Valley and the town, and is complemented by a robust, people-focused approach to social regeneration led by the Middlesbrough Partnership.

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

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

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

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

Community profile

Social

Middlesbrough's communities are amongst the most diverse in the region. Around 50 nationalities are represented in the population of the town, which has the highest BME population in the North East, at 7.5%. Some 17% of Middlesbrough pupils are from BME communities. Areas with the highest BME population are closely concentrated around the town centre. There has been a recent rise in economic migrants from Eastern Europe, and the town has recently received a number of refugee families from Ethiopia as part of the Government's Gateway Protection Programme. The majority (some 75%) of the population is of the Christian faith; there is also a significant Muslim population. In general, levels of community cohesion are high.

The population comprises 66,200 males and 68,900 females. A slightly higher proportion of people are under 24 and a slightly lower proportion of people are over 45 than regional and national averages, but these proportions are expected to reverse in the next ten years in line with national trends, significantly increasing demand for local social care services. The population has declined by some 30,000 over the last fifty years due in part to the lack of a balanced housing offer within the boundaries of the town.

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

The legacy of deprivation and compound poverty highlights the need for active community capacity building, particularly in the areas of highest social disadvantage. Significant work is being undertaken locally to improve local health, including the current Healthy Towns programme.

Economic

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

The development of the local economy is being taken forward in partnership with the other Tees Valley authorities through the Tees Valley City Region Business Case, and an associated Multi-Area Agreement, focusing on key economic outcomes for the area.

Environmental

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

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

These long-term problems are being addressed through one of the most ambitious and wide-ranging regeneration programmes in the North East region.

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

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

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

Significant improvements have been made in recent years to local street cleanliness, with Middlesbrough now amongst the top performers nationally.

CHAPTER 3

MIDDLESBROUGH PARTNERSHIP'S VISION FOR MIDDLESBROUGH

Middlesbrough Partnership's vision is:

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

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

CHAPTER 4

THE THEMES

To realise the vision for Middlesbrough requires all agencies and stakeholders from all sectors of the community to come together. No one agency or service can alone achieve the vision. Middlesbrough Partnership has chosen to structure this strategy and the partnership around the shared national and local government priorities and cover the major challenges that face Middlesbrough today. These priorities form the six key themes of the Sustainable Community Strategy and provide a framework for how Middlesbrough Partnership will respond to the major challenges and deliver the overall vision for Middlesbrough.

Middlesbrough Sustainable Community Strategy Themes:

- creating stronger communities;
- creating safer communities;
- supporting children and young people;
- promoting adult health and well-being, tackling exclusion and promoting equality;
- enhancing the local economy; and,
- securing environmental sustainability.

For each Sustainable Community Strategy Theme, Middlesbrough Partnership has developed the following aims:

Theme 1 – Creating Stronger Communities

The Middlesbrough Partnership's aim for Middlesbrough is for it to be a place where people who live and work there have a real sense of belonging.

A stronger community is a community that promotes community cohesion and increases voluntary and community engagement, especially amongst those at risk of social exclusion.

Theme 2 – Creating Safer Communities

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

Theme 3 – Supporting Children and Young People

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

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

Theme 4 – Promoting Adult Health and Well-being, Tackling Exclusion and Promoting Equality

Middlesbrough Partnership will work with Middlesbrough's residents to achieve substantial improvement in the health, as well as a significant reduction in the health inequalities, of people living in Middlesbrough.

Middlesbrough Partnership will improve the quality of life of vulnerable people in Middlesbrough.

Theme 5 – Enhancing the Local Economy

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

- people want to do business
- people want to work and live
- people want to be.

Theme 6 – Securing Environmental Sustainability

Middlesbrough Partnership will improve the way Middlesbrough looks and feels, making it a better and safer place to live, work and invest. It recognises that everyone has a part to play to ensure that they make the future safer and leave a healthier and more sustainable environment for their children.

CHAPTER 5

DELIVERING THE STRATEGY

The vision and themes describe what Middlesbrough will be like in 2023, and the strategic priorities set out the framework for how Middlesbrough Partnership will achieve the goals that it has set.

This chapter of the Sustainable Community Strategy is divided into six sections, one for each Sustainable Community Strategy theme:

- creating stronger communities;
- creating safer communities;
- supporting children and young people;
- promoting adult health and well-being, tackling exclusion and promoting equality;
- enhancing the local economy; and,
- securing environmental sustainability.

Each section follows a similar structure and sets out the following information:

- **Aim** - Taking the wider vision for Middlesbrough as a starting point, this section articulates what the vision for Middlesbrough means in terms of the particular theme and describes the aspirations for the future in respect of the relevant theme.
- **Strategic priorities** - Through continuously assessing its performance and identifying where it is doing well and making progress where it is not, the Middlesbrough Partnership is able to identify a clear and evidenced set of strategic priorities for action – around which thematic partnership structures ensure that Middlesbrough continues to focus on its vision for 2023. The strategic priorities identify the main challenges facing the town.
- **What Middlesbrough looks like now in 2008** - This section describes in summary the key facts and figures relating to the theme, sets out the challenges facing Middlesbrough and provides the context to the strategic priorities.
- **What Middlesbrough will look like in 2023** - This section sets out the long-term outcomes for the theme and expresses the longer-term impact the actions and activities taken to address the theme will have on Middlesbrough and its residents.
- **How Middlesbrough Partnership will achieve its vision** - The Sustainable Community Strategy is the key over-arching strategy for the town, and sets the overall strategic direction to promote and improve the well-being of Middlesbrough. The Sustainable Community Strategy takes into account other local and (sub) regional plans; therefore, it is not intended to repeat the detail in these supporting plans (see Chapter 7). This section therefore describes generally the approach the partnership will take to achieve the vision and strategic priorities as well as signposting the reader to various plans and strategies that support the delivery of the theme.
- **Links to other themes** - Delivering the wider vision and outcomes for Middlesbrough needs a real understanding of the interconnections between issues and parts of the community. Delivering the vision requires a joined-up approach across Middlesbrough Partnership to deliver its range of strategic priorities. This section sets out for each Sustainable Community Strategy theme how it impacts on the relevant theme.

- **Key milestones** - Middlesbrough Partnership has set itself a challenging and transformational longer-term vision with long-term outcomes. The Partnership has identified a series of short- and medium-term actions and targets (key milestones) that contribute to the longer-term outcomes and provide the Partnership with confidence that it is doing the right things to achieve the vision. This section sets out for each theme the key milestones.

CHAPTER 5.1

CREATING STRONGER COMMUNITIES

Aim

The Middlesbrough Partnership's aim for Middlesbrough is for it to be a place where people who live and work there have a real sense of belonging.

A stronger community is one that promotes community cohesion and increases voluntary and community engagement, especially amongst those at risk of social exclusion.

Strategic Priorities

- Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery.
- Improve the quality of life for people, in particular the most disadvantaged communities, with service providers being more responsive to diverse community needs, and with improved service delivery.
- Ensure that Middlesbrough is a cohesive and harmonious community where people from different backgrounds get on well together.
- 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.

What Middlesbrough Looks Like Now in 2008

According to the National Quality of Life Survey (2008), residents in Middlesbrough are satisfied with their local areas. Large-scale neighbourhood management programmes such as STEM (Stronger Together in East Middlesbrough) and West Middlesbrough Neighbourhood Trust have worked in specific areas to improve quality of life and encourage local people to get involved in the future of their community.

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

Middlesbrough's Voluntary and Community Sector (VCS) comprises an estimated 900 voluntary and community organisations, from local branches of national and regional agencies to local charities and small resident-led groups, working on a range of issues including social care, child protection and leisure. Middlesbrough Community Network (MCN) ensures that the sector is able to support the development and implementation of local policy.

Over 9,500 volunteers contribute more than four million hours of unpaid work to their local community every year.

As well as directly providing services, they also provide support to local people to take an active part in the life of the town as volunteers and activists. Much of the work of the VCS is aimed at involving people who might not take part in more formal activity. Middlesbrough recognises the importance of a strong infrastructure in fostering a vibrant voluntary and community sector.

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

What Middlesbrough Will Look Like in 2023

By 2023 the population of Middlesbrough will be growing and be increasingly diverse.

Middlesbrough is a town where residents and visitors can access excellent cultural experiences. By 2023:

- more people than ever will be participating in cultural activities; and
- visits to museums and galleries will be at their highest.

Middlesbrough will have a reputation as one of the North of England's top five cultural destinations.

Middlesbrough is a town where everybody has a sense of belonging and is proud to live in and/or work in Middlesbrough. By 2023:

- more people will agree that Middlesbrough is a place where people from different backgrounds get on well together; and
- people will feel they can contribute to and influence decisions affecting their local area.

Middlesbrough will have a robust and effective Voluntary and Community Sector. By 2023:

- more people than ever will be participating in formal volunteering; and
- Middlesbrough will have an environment that encourages the development and sustainability of third-sector organisations.

How Middlesbrough Partnership Will Achieve its Vision

The vision for a creating a stronger community relies on the active participation of a wide range of individuals and organisations, and will build on the contributions of volunteers as well as service providers. Children and young people are a key element of Middlesbrough Partnership's vision, and they will play an active part in deciding – and delivering – the future of Middlesbrough.

The Stronger Communities Action group was established in late 2007; its role is to coordinate Middlesbrough Partnership's approach to creating a stronger Middlesbrough. A multi-agency work programme will set out the work that will be carried out to:

- improve community engagement and participation;
- increase community cohesion;
- improve the effectiveness of the Voluntary Community Sector; and
- improve quality of life.

Supporting Plans and Strategies

- Local Development Framework – Statement of Community Involvement
- Middlesbrough Community Cohesion Action Plan
- Middlesbrough Compact
- Middlesbrough Cultural Strategy
- Tees Valley Voluntary and Community Sector Infrastructure Development Strategy 2008 – 2014

Links to Other Themes

Delivering the wider vision and outcomes for Middlesbrough needs a real understanding of the interconnections between issues and parts of the community.

Delivering the vision requires a joined-up approach across Middlesbrough Partnership to deliver its range of strategic priorities. Set out below are some examples for each Sustainable Community Strategy theme of how creating stronger communities impacts on each theme.

Creating Safer Communities - A safer community directly contributes to creating a stronger community: reduced crime and anti-social behaviour makes people feel safe and secure within their community, with the opportunity for a greater sense of belonging. A stronger community is inclusive and will not tolerate crimes motivated by hatred of particular groups.

Supporting Children and Young People - A strong community will ensure that the voices of children and young people are heard. Young people have a positive contribution to make to building and sustaining stronger communities, and will be supported to make that contribution.

Promoting Adult Health and Well-Being, Tackling Exclusion and Promoting Equality - Good health and well-being results in many benefits – for example, staying in employment and participating in community as active citizens.

Enhancing the Local Economy - The Voluntary and Community Sector is a significant contributor to the local economy, both as employers and as service providers. Investing in the capacity of the Voluntary and Community Sector can help to improve the economies of local communities. A stronger community will ensure that everybody can benefit from economic success – through jobs, services and improvements to the environment.

Housing programmes can help support the development of vibrant local communities, meet community needs and help create and maintain a sense of identity.

Securing Environmental Sustainability - Climate change has the potential to have a significant negative effect on communities, especially those individuals and groups who are already disadvantaged. Tackling this global issue locally through working towards a more sustainable environment will also provide many opportunities to build stronger communities. Initiatives such as growing food locally, promoting local recycling and reuse schemes and encouraging the use of sustainable transport can all provide greater opportunities to develop communities.

This may be through involving people more in decision-making, developing local co-operative systems that bring communities together, providing learning opportunities through environmental activities and promoting volunteering.

Key Milestones

By 2011 more people will feel they can influence decisions locally.

By 2011 more people will believe that people from different backgrounds get on well together in their local area.

By 2011 there will be an increase in the number of people who participate in regular volunteering.

By 2011 more third-sector organisations will think that statutory bodies influence their organisation's success.

By 2011 more people will be engaged in the arts.

CHAPTER 5.2

CREATING SAFER COMMUNITIES

Aim

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

Strategic Priorities

Middlesbrough will deliver its long-term vision to create a safer Middlesbrough through its medium-term priorities. The Strategic Assessment 2007 identified five strategic priorities for the Community Safety Plan 2008-2011, which focus on preventing repeat problems for victims and vulnerable groups, offenders and priority areas.

- Divert young people away from crime and anti-social behaviour (ASB) and reduce the vulnerability of young people to prevent them becoming victims of crime.
- Reduce repeat victimisation.
- Reduce re-offending.
- Improve town centre safety.
- Improve neighbourhood safety.

What Middlesbrough Looks Like Now in 2008

According to the Middlesbrough Town-wide Survey (2007), residents feel safe living in Middlesbrough. Since 2005/06 there has been a steady year-on-year reduction in crime in Middlesbrough. In 2008/09 crime was at its lowest levels, which were 22% and almost 5,500 fewer crimes than there were in 2005/06. Despite these improvements, big challenges around crime and anti-social behaviour remain, as Middlesbrough is still perceived to be a relatively high-crime area. This is linked to significant levels of deprivation as well as drug and alcohol misuse.

Disadvantaged communities suffer higher levels of crime, and the impact on victims can be made worse by the financial costs of putting things right and replacing goods. Some people in these areas are repeat victims, with the additional pressures that may cause. A strategic assessment of crime and anti-social behaviour and also a needs analysis of substance misuse in Middlesbrough assist the Partnership to identify priority issues and priority neighbourhoods, which ensures a coordinated response to local issues. These areas are reviewed on an annual basis.

In Middlesbrough, those aged 18-24 years are the most vulnerable and are more likely to be offenders and at a greater risk of becoming victims of crime.

Many people use the town centre, as it provides a natural focus for commerce and leisure. This leads to higher levels of crime and disorder in the town centre, compared with other parts of the town.

Both day and nighttime economies in the town centre are key influencing factors behind the

disproportionate levels of crime. Regeneration plans for Middlesbrough town centre will increase the size of the geographical area of the town centre and will lead to a significant increase in the numbers of people living, visiting and working within it. The increase in the number of people using the town centre brings a risk of increased crime, which will be managed as the town centre develops.

The early years of the 21st century have been marked and marred by terrorism. A response to this threat in Britain has been the development of a National Strategy that is known within Government as CONTEST. The aim of CONTEST is to reduce the risk from international terrorism, so that people can go about their daily lives freely and with confidence. The strategy is divided into four principal strands: Prevent, Pursue, Protect and Prepare.

- In 2008/09, there were 104 serious violent crimes reported - 0.76 per 1,000 population.
- In 2008/09, there were 3,211 serious acquisitive crimes reported - 23.17 per 1,000 population.
- In the 2007 Middlesbrough Town-wide Survey, 89% of the population said they felt that their neighbourhood was "very safe" or "fairly safe", compared with 92% in 2005.
- 21% of recorded crime occurred in Middlesbrough town centre, an area covering less than 2% of the town.
- Repeat victims experience 15.3% of crime.

What Middlesbrough Will Look Like in 2023

Middlesbrough will have an environment that promotes safety and feelings of safety.

- By 2023 feelings of safety will be at their highest level.
- Middlesbrough will have cohesive communities and will be a town where people are supported to be active citizens and free from involvement in crime, disorder and substance misuse.
- By 2023 no one will perceive 'attacks or harassment because of race, colour, religion or sexual orientation' as a very serious problem in Middlesbrough.
- Feelings of safety amongst vulnerable groups will reflect those of other residents across the town.
- People in Middlesbrough will have the supportive family environment they need to help them stay free from harm, crime and disorder.
- By 2023 more people than ever will perceive that parents take responsibility for the behaviour of their children.
- By 2023 community perceptions of anti-social behaviour will be at their lowest level and better than the national average.
- By 2023 residents of and visitors to Middlesbrough will enjoy a town with its lowest-ever recorded crime.
- By 2023 there will be the lowest-ever levels of drug-related (Class A) offending and proven re-offending by adult and young offenders.
- People in Middlesbrough will be free from harm.
- By 2023 repeat incidents of domestic violence will be at their lowest level.
- By 2023 hospital admissions due to alcohol will be at their lowest level, and there will be fewer 'repeat' substance-misusers accessing treatment.

How Middlesbrough Partnership Will Achieve its Vision

Multi-agency services are provided across the town to ensure Middlesbrough Partnership's vision of a safer Middlesbrough benefits residents in all areas. The Safer Middlesbrough Partnership has identified areas of greatest need, and will focus particular services on these areas.

In order to make longer-term sustained impact on crime, disorder, fear of crime and substance misuse, the Safer Middlesbrough Partnership will help tackle the causes of these problems through a balance of approaches that can better control offenders, reduce vulnerability and improve the management of places. These include:

- collaborative activity;
- enforcement;
- prevention;
- risk reduction;
- reassurance; and
- specific responses.

The Safer Middlesbrough Partnership has developed a work programme as part of its Community Safety Plan 2008–2011, which sets out the work that will be carried out to improve community safety in Middlesbrough. Its focus is towards developing plans that address the strategic priorities. The work is described in terms of the four themes around which the Partnership agencies deliver services:

- Offenders – preventing offending and reducing re-offending.
- Victims and targets – reducing the vulnerability of young people, repeat victimisation, vulnerable targets and hot products.
- Place – town centre safety and neighbourhood safety.
- Community engagement – community consultation and public reassurance.

Supporting Plans and Strategies

- Alcohol Strategy 2007
- Children & Young People's Plan 2008–2011
- Cleveland Policing Plan 2008-2011 Putting People First
- Community Safety Plan 2008-2011
- Drug and Alcohol Treatment Plan 2008/09
- Fire Service Integrated Risk Management Plan
- Safer Middlesbrough Partnership Strategic Assessment 2007
- Youth Justice Plan 2008/09
- Middlesbrough Prevent Action Plan

Links to Other Themes

Delivering the wider vision and outcomes for Middlesbrough needs a real understanding of the interconnections between issues and parts of the community.

The Safer Middlesbrough Partnership cannot in isolation achieve the vision for a safer Middlesbrough, as the issues associated with community safety are intrinsically connected with a whole range of problems across Middlesbrough: for example, the relationship with crime and unemployment, housing, drugs, alcohol, debt, education, skills etc.

Delivering the vision requires a joined-up approach across Middlesbrough Partnership to deliver its range of strategic priorities. Set out below are some examples for each Sustainable Community Strategy theme of how creating a safer Middlesbrough impacts on each theme.

Creating Stronger Communities - Where people take an active part in their community, they can raise community values, improve safety and provide reassurance. The community would then be better able to tackle crime and anti-social behaviour.

Supporting Children and Young People - Young people are disproportionately represented as both victims and perpetrators of crime and anti-social behaviour. Targeted youth support will be delivered aimed at diverting young people away from crime and anti-social behaviour and also reducing their vulnerability of becoming victims.

Promoting Adult Health and Well-being, Tackling Exclusion and Promoting Equality - The misuse of alcohol is a key factor in a high proportion of violent incidents, criminal damage and acquisitive crime, and requires a coordinated approach. Delivering effective drug and alcohol treatment services and tackling the supply of illicit drugs can have a positive impact on crime.

Enhancing the Local Economy - The town centre is a focus for commercial activity. A thriving day-and night-time economy has the potential to generate high levels of crime. Effective coordination of partnership resources from the public and private sectors helps to tackle town centre crime and anti-social behaviour and improve the town centre for businesses, residents and visitors.

Safer neighbourhoods are a key issue in the development of housing programmes, helping create communities where people will want to live.

Increased training and employment opportunities for those who have been involved in crime or those whose lives have been affected by drugs are essential elements of plans to reduce re-offending.

Securing Environmental Sustainability - Good environmental management impacts on the feeling of safety. Effective approaches to remove and prevent graffiti, litter and fly tipping enhance and help to promote the feeling of safety and confidence in the community. Residents will feel greater satisfaction with parks, streets and other public spaces if they feel safe from crime and anti-social behaviour.

Key Milestones

<p>Short-Term</p>	<p>Strategies will be in place to divert young people, under the age of 25 years, away from crime and anti-social behaviour and reduce their vulnerability to prevent them becoming victims of crime, reduce repeat victimisation, reduce re-offending, improve town centre safety and improve neighbourhood safety.</p> <p>There will be lower levels of proven re-offending by adult and young offenders.</p> <p>There will be fewer young people under the age of 18 years entering the criminal justice system.</p> <p>Community perceptions of anti-social behaviour will have improved.</p> <p>There will be lower levels of assault with injury and common assault.</p> <p>There will be fewer repeat cases of domestic violence.</p> <p>There will be lower levels of serious acquisitive crime.</p>
<p>Long-Term</p>	<p>The Safer Middlesbrough Partnership will be equal to the best performing Community Safety Partnerships in its family group in England and Wales.</p>

CHAPTER 5.3

SUPPORTING CHILDREN AND YOUNG PEOPLE

Aim

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

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

Strategic Priorities

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

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

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

What Middlesbrough Looks Like Now in 2008

Approximately a quarter of Middlesbrough's population is aged 19 or under, a total of almost 35,000 young people.

Many of the challenges children and young people face in Middlesbrough are mirrored throughout the country. However, the levels of deprivation in Middlesbrough make these challenges much more difficult.

The percentage of young people leaving school with five A*-C GCSEs (including English and Maths) is below the national average, with a number of schools below the government's base target for all schools of 30% by 2011.

Middlesbrough has had one of the highest rates for young people aged 16–18 who are not in education, employment or training (NEET). However, there are positive signs of improvement and the number of young people whose status was not known has declined significantly, enabling us to provide them with an offer of suitable education, employment or training opportunities.

CHILDREN AND YOUNG PEOPLE IN MIDDLESBROUGH

- 16% of the school population comes from minority ethnic communities.
- 7% of children and young people have some form of impairment or disability that affects their day-to-day activities.
- 31.7% of Middlesbrough's children live in households that are dependent on means-tested benefits.
- 15.8% of children in care achieve five A*-C GCSEs (including English and Maths), compared with 30.9% of all Middlesbrough children.

Reducing teenage conceptions has been and remains a high priority, as Middlesbrough's conception rates have been higher than the national average. Although numbers have fallen locally, this still remains a significant area for concern.

Whilst these and other circumstances present significant challenges, there are already strong signs of improvement.

- A year-on-year improvement in the percentage of pupils achieving 5 A*-C GCSE results, from 41% in 2004 to 60% in 2008.
- Significant progress has been made in reducing the under-18 conception rate – 25% since 1998.
- 98% of schools are engaged in the Healthy Schools Programme and 67% have achieved the new Healthy Schools Status – this is above the national average.
- More children and young people report feeling safer in Middlesbrough and at school.
- The number of young people not in education, employment or training has reduced from 15.5% in 2004/05 to 11.1% in 2007/08.

What Middlesbrough Will Look Like in 2023

All children and young people will have good physical, mental, emotional and sexual health.

- By 2023 the prevalence of childhood obesity across Middlesbrough will be reducing.
- By 2023 the social and emotional skills of children and young people will have increased significantly.

All children and young people will be kept safe from deliberate, neglectful or accidental harm or exploitation.

- By 2023 the proportion of children and young people experiencing bullying will be at its lowest.
- By 2023 there will be fewer children and young people subjected to a child protection plan.

All children will enjoy participating in learning activities and be able to achieve their full potential.

- By 2023 the number of children and young people who are persistently absent from school will be at its lowest.
- By 2023 levels of attainment at all key stages will be at its highest level.

All children and young people will choose to engage in positive activities and behaviours and contribute to their local community.

- By 2023 all young people will participate in positive activities that develop personal and social skills.
- By 2023 the rate of teenage pregnancies in Middlesbrough will be at its lowest and equivalent to the North East average.
- By 2023 the number of young people receiving a conviction, reprimand or final warning for a recordable offence for the first time will have reduced significantly.
- By 2023 levels of substance misuse amongst young people in Middlesbrough will be equal to the national average.

All children and young people will grow up in an environment free from the effects of poverty and go on to achieve economic independence.

- By 2023 the proportion of homes with children and where no one is working will be equal to the North East average.
- By 2023 the percentage of 16–18-year-olds not in education, employment or training will be at its lowest.
- By 2023 the proportion of 19-year-olds achieving a level 2 qualification will be equal to the national average.

How Middlesbrough Partnership Will Achieve its Vision

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

The Trust has developed a Children and Young People's Plan 2008-2011, which outlines the priority actions that will be taken to help Middlesbrough's children and young people succeed.

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

The Children and Young People's Trust Board will continue to ensure that the mechanism for effective partnership working to improve outcomes for all children and young people is firmly in place.

Through a clear focus on its key priorities and a commitment to integrated working and service delivery at a local level, the Partnership is confident that all Middlesbrough's children and young people will be able to:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Well-being.

Supporting Plans and Strategies

- Children and Young People's Plan 2008-2011
- Children, Families and Learning Plan
- Crime and Disorder Reduction Partnership Strategies
- Early Years Development and Childcare Plan
- Inclusion Strategy
- Local Development Framework
- Looked-After Children Strategy
- LSC Tees Valley Annual Plan
- Middlesbrough's 14-19 Learning Strategy
- Middlesbrough's Healthy Schools Programme
- NEET Reduction Strategy for Middlesbrough
- Primary Care Trust Local Delivery Plan
- Teenage Pregnancy Strategy
- Young Person's Alcohol and Drug Strategy
- Youth Justice Plan

Links to Other Themes

Delivering the wider vision and outcomes for Middlesbrough will require a real understanding of how specific issues affecting different parts of the community are inter-linked: for example, the relationship between poor health and housing and its impact upon educational attainment.

Delivering the vision requires a joined-up approach across Middlesbrough Partnership in order to achieve its strategic priorities. Set out below are some examples of how each Sustainable Community Strategy theme can impact upon children and young people.

Creating Stronger Communities - Children and young people need to be able to influence the decisions that will affect their future, and by the same token they can contribute a great deal to their local community and the future of the town.

Creating Safer Communities - Surveys of children and young people show they have the same perceptions and fear of crime as the adult population. Young people aged 18–24 are more likely than any other age group to be the victims of crime.

Creating an environment and providing facilities within the local community where children and young people can play and socialise safely is of paramount importance and can contribute significantly to a range of outcomes.

Promoting Adult Health and Well-being, Tackling Exclusions and Promoting Equality - The transition into adulthood can be difficult, particularly for more vulnerable young people moving from children's services into adult services, who may feel isolated and excluded. It is important that appropriate support is in place to assist young people with this major step in their life.

Middlesbrough Partnership can also learn a lot from adults' experiences, particularly in relation to health issues that will impact on their children. This learning will enable the Partnership to focus more on the preventive factors that will help support children and young people to make healthy lifestyle choices and prevent future health problems in adulthood.

Enhancing the Local Economy - The educational attainment of children will have a major impact on their ability to secure sustainable employment. A highly skilled labour force relies on a strong foundation of good schools.

Good quality housing is important for everybody, but especially necessary to support children to have a stable family life and to reduce the risk of illness or injury.

Children and young people rely on public transport more than most other groups. A good transport network will allow them to maintain social links and to use facilities across the town.

Securing Environmental Sustainability - Children, young people and their families are frequent users of parks and open spaces and will benefit from the maintenance of excellent facilities.

Children and young people already show great concern for broader environmental issues and may be able to act as champions within their families and in their communities.

Key Milestones

Short-Term

Obesity care pathways will be introduced across all primary schools.

Social and Emotional Aspects of Learning (SEAL programme) will be embedded across all schools.

The Chlamydia screening programme will be expanded for 15–25 year-olds.

The availability and usage of the C card scheme will be increased.

An anti-bullying accreditation scheme will be in place within all primary and secondary schools.

'Every School Day Counts' will be established across all primary and secondary schools.

Additional out-of-school learning opportunities will be provided for targeted pupils, particularly in key areas of numeracy and literacy.

A programme of School Council Training will support young people's involvement in decision making.

Practitioner training in basic drug awareness will be offered to those staff working with children and young people.

All 16- and 17-year-olds will have an agreed and appropriate employment, education or training destination.

The concept of a virtual head teacher will strengthen the focus on looked-after children.

<p>Medium-Term</p>	<p>All Middlesbrough's secondary schools will be transformed through new build and improvement programmes.</p> <p>The Risk and Resilience Model will address risk-taking behaviours amongst young people.</p> <p>Every young person will receive an entitlement to pursue a diploma in any one of 14 lines of learning.</p> <p>'You're Welcome' quality standards will be rolled out across children's health services.</p> <p>Personalised learning and individual learning plans will be embedded in schools and will include targeted interventions and pupil tracking.</p> <p>The ICAN Early Talk Programme will be implemented in all children's centres and Sure Start settings to improve the communication and language skills for early-years children.</p> <p>Better things to do and places to go for young people will be provided through the implementation of the 'Myplace' project.</p>
<p>Long-Term</p>	<p>Middlesbrough will contribute to the achievement of the national Children's Plan's Goals, including:</p> <ul style="list-style-type: none"> • every child ready for success in school; • every child ready for secondary school; • every young person with the skills for adult life and further study; • all young people participating in positive activities to develop personal and social skills, promote well-being and reduce behaviour that puts them at risk; • employers satisfied with young people's readiness for work; • child health improved, with a lower proportion of obese and overweight children; • a lower proportion of children living in material deprivation and relatively low income; and • a significant reduction by 2020 in the number of young offenders receiving a conviction, reprimand or final warning for a recordable offence for the first time, with a goal to be set in the Youth Crime Action Plan.

CHAPTER 5.4

PROMOTING ADULT HEALTH AND WELL-BEING, TACKLING EXCLUSION AND PROMOTING EQUALITY

Aim

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

Strategic Priorities

- Help promote health, well-being, independence, inclusion and choice.
- Ensure that, when people fall ill, they receive safe and effective services, when and where they need help, and are empowered in their choice.
- 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.
- Improve the quality of life of vulnerable people in Middlesbrough.
- Address specific community and social housing needs.

What Middlesbrough Looks Like Now in 2008

Middlesbrough has a high number of wards that are recognised as being amongst the most deprived in the country, and this deprivation has a major impact on health. On average, life expectancy in Middlesbrough is nearly three years shorter than the national average; within Middlesbrough it is estimated that, on average, people in the least deprived areas live nine years longer than people in the most deprived areas. The number of people reporting limiting long-term illness is higher than the national average, indicating the impact of health on quality of life.

HEALTH AND WELL-BEING IN MIDDLESBROUGH

- Middlesbrough has higher than average smoking rates (34.8%, compared with 24.2% nationally).
- The rate of drug misuse is high (22.3 per 1,000 population aged 15–64, compared with 9.9 nationally).
- 21% of Middlesbrough residents exercise regularly, however 45% of residents claim to take little or no exercise.

Lifestyle has an important part to play in people's health. Middlesbrough has high rates of smoking, alcohol and drug misuse. Poor diet and low rates of physical activity contribute to higher levels of obesity, which increase the risk of cardiovascular disease and some cancers.

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

Although there have been improvements in health over the past ten years, these are consistent with progress at a national level and so the gap between Middlesbrough and the rest of the country is as significant as previously.

Sports activities play a significant part in the town, with events such as the sports Mela and the Tees Pride 10k bringing together large numbers of people.

What Middlesbrough Will Look Like in 2023

By 2023 the gap in life expectancy between those living in the most affluent wards and the most deprived wards will be reduced to its narrowest.

By 2023 Middlesbrough will be a town where inequalities in health and social care outcomes have been reduced within the town and the rest of the country.

- Fewer people will be smoking.
- The level of alcohol consumption will have reduced.
- People will be more physically active.
- People will be making healthier food choices.

By 2023 people with disabilities and from disadvantaged communities will have the same opportunities as everyone else.

- Everyone regardless of their vulnerabilities will be supported to live independently in accommodation of their choice.

By 2023 vulnerable people in Middlesbrough will have increased choice and control over their lives. There will be a significant year-on-year improvement in the quality of health care services provided.

How Middlesbrough Partnership Will Achieve its Vision

Multi-agency services are provided across the town to ensure that our vision of a healthier Middlesbrough benefits residents in all areas.

Middlesbrough Council and Middlesbrough Primary Care Trust developed the Joint Strategic Needs Assessment (JSNA) for Middlesbrough, which provides a detailed insight into the health and well-being needs of people living in Middlesbrough – now and in the future.

The JSNA identifies the key issues Middlesbrough faces in improving the health and well-being of its population. Middlesbrough Partnership will use the JSNA to help inform its service development, commissioning and spending priorities over the next ten years. Middlesbrough Partnership will use the JSNA to enable a whole health and social care response to tackling health inequalities in Middlesbrough, as services will closely meet the needs and wants of local people.

Supporting Plans and Strategies

- Active Middlesbrough 2008-2020 Sport and Physical Activity Strategy
- Places to Play, Middlesbrough's Playing Pitch Strategy 2008-2020
- Alcohol Strategy
- Better Health, Fairer Health - A Strategy for 21st Century Health and Well-being in the North East of England
- Children and Young People's Plan 2008-2011
- Joint Strategic Needs Assessment
- Local Development Framework
- North East Regional Sports Strategy
- Physical Disability Strategy 2008-2018
- Public Health Strategy (Middlesbrough Council and Middlesbrough Primary Care Trust)
- Supporting People Strategy 2004-2009
- Themes for the Future – Older People's Strategy 2007-2017

Links to Other Themes

Delivering the wider vision and outcomes for Middlesbrough needs a real understanding of the interconnections between issues and parts of the community.

The Health and Social Care Partnership cannot in isolation achieve the vision for a healthier Middlesbrough, as the issues associated with poor health and well-being are intrinsically connected with a whole range of problems across Middlesbrough, for example the relationship with crime and unemployment.

Delivering the vision requires a joined-up approach across Middlesbrough Partnership to deliver its range of strategic priorities. Set out below are some examples for each Sustainable Community Strategy theme of how creating a healthier Middlesbrough impacts on each theme.

Creating Stronger Communities - Many public health issues need the active involvement of local communities to ensure health improvements. Active communities will be able to play a role in shaping the services that are provided to them.

Creating Safer Communities - There are very strong links between crime, disorder and the misuse of drugs and alcohol. A safer community can help support good mental health, as people can feel more secure in their community.

Supporting Children and Young People - Investing in the health of children can provide a foundation for good health in later life, and healthy parents have more opportunity to raise healthy youngsters. Schools can also play a role in supporting the health of children and young people.

Enhancing the Local Economy - Good health helps people to get, and to stay in, employment. Equally, employment can help people maintain their health by giving them some financial freedom to make choices, as well as important social contact.

Housing is a basic need that has a major impact on people's health, and programmes such as Affordable Warmth can make a real difference.

Transport links are important to people's well-being, not only allowing them to access employment and key services, but also helping them to maintain social contact with family and friends.

Securing Environmental Sustainability - Clean air and a pleasant environment can support good health, as well as providing opportunities for taking part in physical activity, which can also support good health – for example, in parks and open spaces.

Key Milestones

Short-Term	<p>Improvements identified through the Health Town Programme will be sustained.</p> <p>More people will participate in sport and physical exercise.</p> <p>A greater number of older people will remain in their community regardless of their condition.</p> <p>Fewer drug users will re-offend.</p> <p>More drug users will be in effective treatment.</p> <p>A lower proportion of people will be living in low-energy-efficiency-rated homes.</p> <p>All social housing will meet the Decent Homes standard.</p> <p>There will be a reduction in homelessness.</p> <p>A greater proportion of people with learning disabilities will be in settled accommodation.</p> <p>A greater proportion of people with learning disabilities will be in employment.</p> <p>A greater proportion of people in contact with the secondary mental health service will be supported into employment.</p>
Medium-Term	<p>Integrated Partnership working will reduce smoking-habit uptake, particularly in young people.</p> <p>Multi-agency resources will be harnessed to ensure consistent and concentrated effort in promoting physical activity.</p>
Long-Term	<p>Socio-cultural, political and physical local contexts will be shaped to reduce harmful drinking behaviours.</p> <p>The impact on life expectancy will be reduced by addressing risks of coronary heart disease, stroke, cancer and suicide.</p>

CHAPTER 5.5

ENHANCING THE LOCAL ECONOMY

Aim

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

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

Strategic Priorities

- Establish a physical environment and infrastructure that encourages and supports economic vitality.
- Provide a transport network that meets the needs of a town on its way up.
- 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.
- Facilitate a housing and transport offer that provides the quality and choice required to meet the needs of the community, and support future economic growth.
- Change attitudes by promoting Middlesbrough's success.
- Promote regeneration through flagship cultural projects that act as economic drivers.

What Middlesbrough Looks Like Now in 2008

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

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

There are three elements that are recognised as being vital to achieving this aim and supporting the Local Economy:

Middlesbrough is a place where people want to do business

Middlesbrough offers a variety of locations, each one fulfilling its own important role. The town centre continues to be the engine of the local economy, offering shopping, leisure and cultural activities, whereas industrial activities are located in more traditional business locations. Whilst the quality of the town centre offer has improved greatly and progress has been made in updating some of the older industrial locations, there is still a lot more to do in terms of meeting the ever-increasing aspirations of

modern businesses. Middlesbrough lacks the volume and choice of new, high-quality development that has been delivered in other neighbouring areas, and schemes such as Middlehaven that are aimed at addressing this gap are still to come to fruition.

A similar situation exists with the transport network, where the focal point of the city region's transport infrastructure has continued to develop in line with the existing locational offer. More ambitious development of the transport infrastructure now needs to be taken forward to promote economic growth and regeneration, drive further investment in business locations and strengthen Middlesbrough's role in the wider sub-regional and regional context.

As an area with a long-established history of economic activity, the town still retains its sub-regional role as a commercial centre with a strong and proactive 'business community'. Local businesses benefit from a comprehensive range of local business support and retain a clear sense of 'belonging' within the area. Despite recent improvements, rates of new business creation need to be higher, and although Digital-City continues to drive the generation of innovative new wealth-creating businesses, more needs to be done to stimulate and support entrepreneurs in other sectors.

Middlesbrough is a place where people want to work and live

If the residents of Middlesbrough are to benefit from economic growth in the area, there is a need for skill levels to develop in line with the growing demands of the jobs being created. Although skill levels are rising, they remain lower in Middlesbrough than across other parts of the sub-region, which needs to be addressed if local employment levels are to be raised and worklessness issues tackled.

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

As a comparatively low-wage economy, there is a clear need to increase the number of people working in higher-growth or wealth-creating sectors. Activities such as Digital City have shown how local talent can be nurtured to achieve economic impact, but this needs to take place beyond this one sector.

One of the keys to Middlesbrough's long-term prosperity is the ability to retain population and attract new people to settle in the town, although such an outcome can only be achieved by significantly improving the quality of the town's housing offer. All neighbourhoods in Middlesbrough need to meet the needs and aspirations of its diverse population, both now and in the future. Partly as a consequence of its existing stock and land availability, Middlesbrough has struggled to compete with neighbouring boroughs in making available a modern housing offer on a sufficient scale. This has contributed to its falling population as people moved outside the town's boundary.

In response, Middlesbrough is committed to the renewal of its housing market, improving its existing social housing stock and achieving the Decent Homes standard for all of its properties. A number of ambitious housing schemes are being implemented to address the imbalance in the current housing offer.

In addition, the impact of recent housing market conditions have seen changes to the type of housing tenure on offer, as landlords and housing providers adapt to new demands for more flexible products. The rented sector in particular is likely to grow through new products such as intermediate market renting.

Middlesbrough is a place where people want to be

Recent cultural regeneration has had a significant impact on the look and feel of the town. Significant buildings such as Middlesbrough Institute of Modern Art (mima) and the new Middlesbrough College at Middlehaven have greatly improved the landscape and enhanced Middlesbrough's symbolic identity. As a result of this, local attitudes are changing and there is a growing sense of belonging to the town.

There is a clear determination to continue this trend by using the development of cultural activities and creative industries to assist economic growth and improve the image of the town.

What Middlesbrough Will Look Like in 2023

Our vision for Middlesbrough in 2023 is a town

- that is recognised as one of the top places in the North East for establishing and growing a business;
- that provides a high-quality and diverse range of business locations to enable indigenous businesses to achieve their ambitions and attract businesses from outside of the area;
- with a vibrant town centre that drives the economy not just of Middlesbrough but of the wider City Region;
- at the heart of the City Region transport network, where the public transport system has been transformed to meet the needs of local residents and businesses;
- where residents see public transport as an affordable, practical form of travel;
- where businesses feel able to maximise their growth through the availability of high-quality, joined-up business support;
- where culture is seen as a catalyst for higher levels of enterprise activity and business creation;
- where participation in employment is at record levels owing to the people of Middlesbrough possessing the skills to respond flexibly to the opportunities presented by a thriving City Region economy;
- where learning and skills for the people of Middlesbrough will have developed in line with the demands of a modern City Region economy;
- perceived as a place where people want to live;
- with a more balanced housing offer that has sustained the existing population and attracted new residents to the area from outside of the town;
- with a developing housing offer that has enhanced satisfaction and supports the local needs and aspirations;
- seen regionally as a modern, vibrant and diverse place;
- where the pride of local people has improved significantly along with the belief that their aspirations can be achieved within the City Region;
- that has harnessed the impact of cultural regeneration within the town.

How Middlesbrough Partnership Will Achieve its Vision

The vision of the Local Economy theme will be achieved by working together with partners across all sectors to address the multi-faceted problems identified and close the gap with the rest of the North East. This partnership model is detailed further in Chapter 7 – “How everything fits together – related plans and strategies”

Partners will work within the principles of the Business Support Simplification Programme (BSSP) to join up service delivery and make it easier for businesses and individuals to access a co-ordinated package of help.

Partners will need to explore innovative and creative ways to reverse stubborn long-term issues and build successful practice into future delivery services. This will also require a strong focus to be placed on addressing the issues of the hardest to help. Outreach will play a vital role in achieving the Local Economy vision and outcomes, and partners will co-ordinate efforts to ensure the most appropriate services are available in local communities.

Efforts will be focused not just on closing the gap but also on ensuring that Middlesbrough develops further resilience to wider global trends.

Supporting Plans and Strategies

- Middlesbrough Urban Regeneration Strategy 2008
- Local Development Framework
- Local Transport Plan 2006-2011
- Economic Development Strategy
- Middlesbrough Employment Strategy
- Middlesbrough Homelessness Strategy 2008-2013
- Middlesbrough Housing Strategy 2008-2011, Quality Homes and Neighbourhoods (See Chapter 7 "How everything fits together – related plans and strategies")
- A Cultural Strategy for Middlesbrough 2008-2012
- Middlesbrough NEET Reduction Strategy and Action Plan 2008-10
- Middlesbrough Town Centre Strategy (currently under review)
- Integrated Regional Strategy (See Chapter 7 "How everything fits together - related plans and strategies")
- Business Support Simplification Process (BSSP)
- Tees Valley Sub-Regional Housing Strategy
- Fabrick Housing's Social Investment Strategy

Links to Other Themes

The vision for 'Enhancing the Local Economy' cannot be achieved in isolation. The component parts of economic vitality, culture, housing and transport are intrinsically linked to a whole range of priorities across Middlesbrough.

Delivering the vision requires a joined-up approach across Middlesbrough and a sense of partnership to create a real understanding of the benefits of cross-agency working and co-operative community engagement. Set out below are some examples of how 'Enhancing the Local Economy' impacts each of the other Sustainable Community Strategy Themes.

Creating Stronger Communities

- Town-wide regeneration offers opportunities to communities by enhancing pride and the sense of belonging to the town.
- Participation in learning and employment increases the aspirations of local people.

Creating Safer Communities

- A safer town increases the prospect of Middlesbrough as a place to establish and grow a business, build a home and visit from outside the area.

Supporting Children and Young People

- Young people are the future of the town and therefore need access to high-quality advice and support to ensure they gain the skills and experience required of a modern City Region economy.
- Employment and learning opportunities for all Middlesbrough residents have a positive effect on the well-being of children and young people.
- A good public transport network enables children and young people to access the opportunities available within the town.
- The use of concessionary fares can help people to make a positive choice to use the public transport network.

Promoting Adult Health and Well-being, Tackling Exclusion and Promoting Equality

- Employment and learning can have a very positive impact on health, and can offer particular benefits for people with disabilities or mental health issues.
- Providing appropriate and decent accommodation and transport facilities can enable vulnerable people to live more independently and improve their overall quality of life.
- Investing in housing renewal activity assists in the creation of safer and more comfortable homes, resulting in a positive impact on health and well-being.

Securing Environmental Sustainability

- The activities associated with a growing local economy must take into consideration the potential impact on the environment.
- Efficient use of local resources can help to maximise benefits while protecting the environment through continued promotion of better standards of construction or materials used and design.
- Good-quality infrastructure that is more energy efficient has a positive benefit for the community and the wider environment.

Key Milestones

Medium-Term

Perceptions of Middlesbrough as a business location will have improved with both potential investors and partner agencies.

Increased levels of occupancy footfall and visitor spend in the town centre will lead to a greater vibrancy to the town centre and an increasing sense of it fulfilling its sub-regional role.

More and more businesses will access integrated and simplified packages of business support products.

Great strides will be made to sustain Middlesbrough's long-term population.

Positive perceptions of Middlesbrough among local people will increase.

Long-Term

There will be a greater number of businesses per head of population.

Middlesbrough will offer a wider choice of business premises that meet quality expectations and sustainability standards, resulting in a greater return from business rates.

Commercial rents in Middlesbrough will increase, resulting in improved viability of commercial development.

Investment in the public transport network will improve accessibility and decrease journey times to key employment and leisure destinations within the city region.

Numbers of people using public transport in Middlesbrough will be comparable to the national picture.

High levels of new business creation will back up the perception of Middlesbrough as an enterprising town.

The gap between employment levels in Middlesbrough and more prosperous areas of the region will reduce.

Middlesbrough residents will be able to respond more effectively to opportunities presented by new and growing sectors of the economy.

There will be a trend of increasing housing satisfaction amongst residents in the neighbourhoods, indicating an improved sense of place.

There will be a strong and effective private rented sector that adds real choice to the housing market.

Development of the housing stock will lead to greater alignment with housing aspirations and provision.

Perceptions of Middlesbrough as a modern, vibrant and diverse cultural hub will increase at both sub-regional and regional levels.

The regeneration of Middlesbrough will lead to an increased sense of pride and positiveness amongst local people.

CHAPTER 5.6

SECURING ENVIRONMENTAL SUSTAINABILITY

Aim

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

Strategic Priorities

- 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.

What Middlesbrough Looks Like Now in 2008

With its industrial past, Middlesbrough shows the major impact that manufacturing can have on the local environment, as well as on people's perceptions. People's lives can be shaped by the environment in which they live.

In many towns and cities, residents say that litter and other waste can have an effect on how people view the area in which they live, with over half of residents seeing this as a serious or slight problem. This has been a priority for Middlesbrough, and the introduction of Middlesbrough Council's Area Care teams has made major improvements to the cleanliness of the town.

Middlesbrough has an industrial past, and it is recognised that this has had a major impact on the environment and led to the use of the term 'smoggie'. This has now changed, and the town can boast an enviable record of air quality, with all the benefits associated with clean air.

Parks and public spaces are important to the life of the town. Centre Square, as well as providing the setting for mima, acts as a venue for public events ranging from Proms in the Park and Music Live to the Urban Farming project.

Throughout the town, Middlesbrough's parks provide a relaxing environment for local residents to enjoy informal leisure and exercise opportunities – the parks are also used to host large-scale events such as the Mela in Albert Park and the Cleveland Show in Stewart Park.

Middlesbrough's becks are important wildlife corridors. The water vole, which is a protected species and declining nationally, is thriving in urban Middlesbrough. Kingfishers and herons can be regularly seen on all becks.

THE ENVIRONMENT IN MIDDLESBROUGH

- 13% of Middlesbrough residents said that they saw litter and rubbish as a serious problem, and a further 39% saw it as a slight problem.
- Five parks in Middlesbrough have been awarded green flags, and an application for a sixth is to be submitted this year.
- Recycling and composting has increased from 4.3% (2003/4) to 23% (2008/9).
- 54% of Middlesbrough residents said that they were 'very concerned' or 'fairly concerned' about climate change.

Following on from a successful pilot project, Middlesbrough has developed a green-waste collection service to support composting across the town.

The new development at Middlehaven is based on One Planet Living principles, building in a range of elements to reduce the potential negative impact on the environment. This will be the largest 'zero carbon' mixed-use development in the country. It shows a commitment to seeing the very positive benefits of protecting the environment.

What Middlesbrough Will Look Like in 2023

Middlesbrough will be a cleaner and safer environment, where residents will enjoy an enhanced quality of life and feel safe to enjoy their local area. This will lead to a healthier community through enhanced opportunities for leisure and relaxation.

Middlesbrough will have a network of accessible, high-quality green spaces that will make the town a place to be proud of. The public realm will meet local needs and enhance the liveability of the town, promoting environmental sustainability, supporting biodiversity, and contributing to the physical regeneration of the town and the wider Tees Valley.

- By 2023 Middlesbrough will be one of the cleanest towns in the country with an established reputation for its public realm.
- Public satisfaction in parks and open spaces will be at its highest level, and the quality of Middlesbrough's parks will be nationally recognised.

Middlesbrough will tackle the causes and effects of climate change

- By 2023 the town's carbon emissions will have reduced.
- By 2023 all new buildings will be built to the highest suitable construction code, and have zero carbon emissions.

Middlesbrough will maximise the amount of waste that is recycled and work towards zero landfill.

- By 2023 Middlesbrough will have developed sustainable waste management strategies which will meet national targets.
- Middlesbrough will have achieved zero landfill.

How Middlesbrough Partnership Will Achieve its Vision

Middlesbrough Partnership will build on the improvements that it has made, and make Middlesbrough a town that provides a pleasant environment for residents and visitors. These improvements will take into account the future impact on the sustainability of the town and the planet.

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

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

Through partnership working, the impact on the climate will be minimised through projects such as green transport plans, clean energy and waste reduction.

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

Recognising the importance of Middlesbrough's parks and green spaces, Middlesbrough Partnership will identify and secure funding to maintain and improve them, involving local people in future planning and development.

Middlesbrough Partnership will work with partners to promote environmental awareness, and encourage residents, school children and local businesses to change their behaviour with regard to issues such as littering, dog control, fly tipping, recycling, and dealing with their residual waste.

Through initiatives such as the Affordable Warmth Strategy, Middlesbrough Partnership will encourage energy efficiency, particularly recognising the challenges for disadvantaged communities.

Supporting Plans and Strategies

- Green Spaces, Public Places: A Strategy for Public Open Space in Middlesbrough 2006
- Middlesbrough Climate Change Community Action Plan
- Child's Play: A Play Policy and Strategy for the Children and Young People of Middlesbrough 2006-2011
- Tees Valley Green Infrastructure Strategy 2008
- Tees Valley Joint Waste Management Strategy 2008
- Affordable Warmth Strategy

Links to Other Themes

Delivering the wider vision and outcomes for Middlesbrough needs a real understanding of the interconnections between issues and parts of the community. No one organisation can achieve the vision for securing environmental sustainability.

Delivering the vision requires a joined-up approach across Middlesbrough Partnership to deliver its range of strategic priorities. Set out below are some examples for each Sustainable Community Strategy theme of how securing environmental sustainability impacts on each theme.

Creating Stronger Communities - Residents can have a major impact on their environment, both as individuals and as members of organisations; the environment can provide an effective focus for community engagement.

Creating Safer Communities - A well-designed and maintained environment can limit the opportunities for crime and anti-social behaviour. People may be more willing to take care of an environment to which they feel they belong. The perception or fear of crime will be positively impacted upon where people feel happy about their local environment.

Supporting Children and Young People - Play is an important part of growing up, and well-managed play spaces can give children and young people a range of opportunities to enjoy a healthy lifestyle and interact with other young people and adults.

Promoting Adult Health and Well-being, Tackling Exclusion and Promoting Equality - Green spaces can provide good opportunities for physical activity to support good health, and these opportunities need to be available to all members of the community. Where necessary, consideration needs to be given to the requirements of those who may have special needs or access to facilities.

Enhancing the Local Economy - A clean well-managed environment is likely to be more attractive to investors and visitors, as well as providing a better environment where people may choose to live.

Public transport can help reduce energy use, which can contribute towards improved air quality in the short term, as well as help to minimise the long-term effects of climate change.

Key Milestones

Short-Term	<ul style="list-style-type: none"> Prepare an action plan to apply One Planet Living principles. Reduced levels of unacceptable litter and graffiti. Increase the proportion of household waste that is recycled and composted in line with national targets. Reduced levels of residual waste. Maintain levels of public satisfaction in parks and open spaces.
Medium-Term	<ul style="list-style-type: none"> Achieve zero landfilled waste.
Long-Term	<ul style="list-style-type: none"> Reduce carbon dioxide emissions by 30% by 2020. Deliver sustainable waste management solutions. Change public attitude in terms of environmental awareness and good citizenship. Reduce Middlesbrough's ecological footprint.

CHAPTER 6

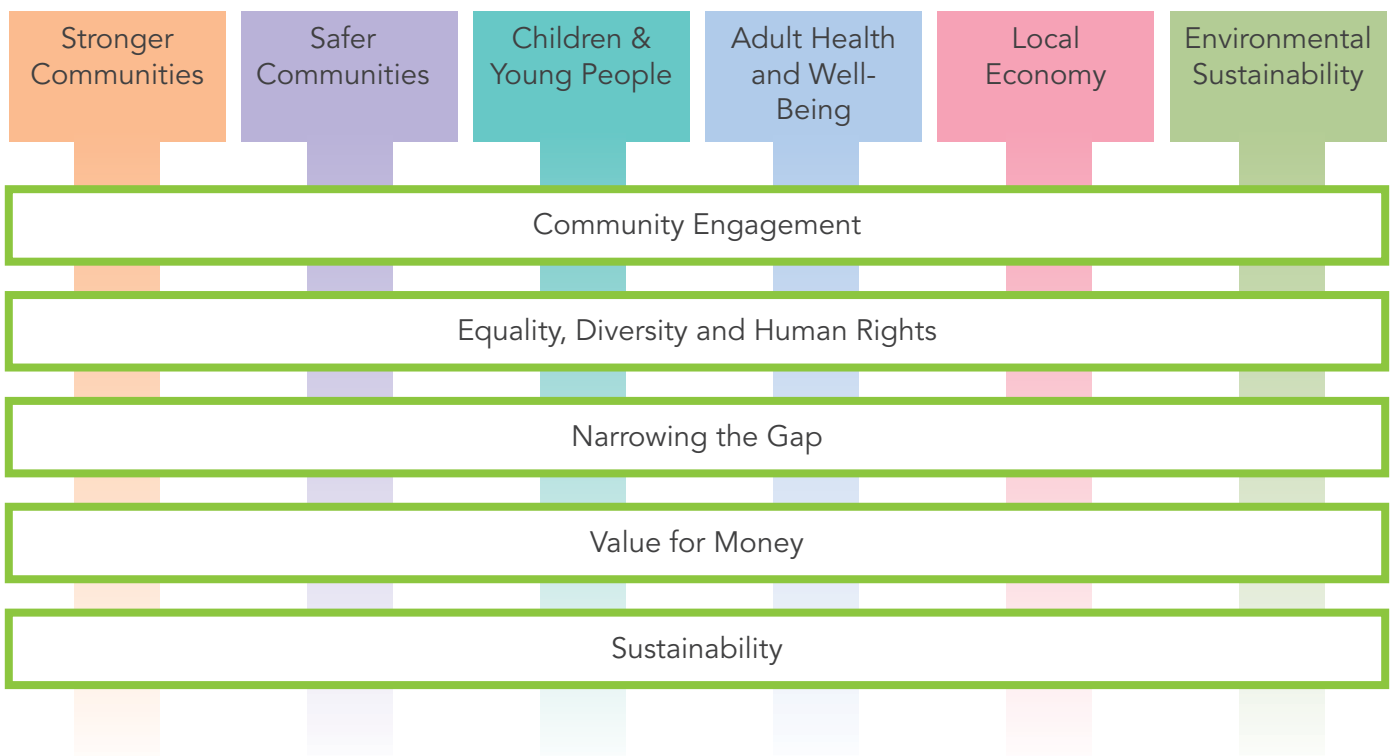
UNDERLYING PRINCIPLES

The previous chapters set out Middlesbrough Partnership’s priorities for action. However, there are also a range of important principles and priorities that cut across and need to be a consideration in everything it does.

Middlesbrough Partnership has therefore established the following underlying principles:

- Community Engagement
- Equality, Diversity and Human Rights
- Narrowing the Gap – responding to people whose circumstances make them vulnerable
- Value for Money
- Sustainability

These principles are considered both in the identification of strategic priorities and in the development of actions to take the priorities forward.



Middlesbrough is aiming to create a town that provides the right opportunities and conditions to combine the differing needs and aspirations of its diverse communities. The strategic priorities set out under each Community Strategy theme and the underlying principles are designed to help attract more people to come to live in Middlesbrough as well as encourage existing residents to remain and grow in the town.

CHAPTER 6.1

COMMUNITY ENGAGEMENT

Middlesbrough's Sustainable Community Strategy is designed not only to improve life for people who live in, work in or visit Middlesbrough, but also actively to involve them in deciding the vision for Middlesbrough's future. Middlesbrough Partnership uses community engagement to understand the interests and requirements of its local communities and therefore be able to respond to long-term challenges.

The Partnership's approach to community engagement is set out in its Community Engagement Framework and consultation toolkit. The framework recognises that there are different communities to which people feel allegiance – for example, neighbourhoods, faith communities, communities of interest and nationalities. How the Partnership delivers its vision of Middlesbrough's future must take account of the needs of the different communities and the people within them.

Middlesbrough has many strengths and has been making good progress in this area, including:

- Clusters – the Clusters provide an opportunity for residents from across the town to consider the major issues facing it;
- Middlesbrough Community Network – the mechanism for engagement with the Voluntary and Community Sector (VCS); and
- networks in neighbourhoods and different communities of interest through, for example, the Black and Minority Ethnic (BME) Network and Neighbourhood Management pilots.

Middlesbrough Partnership, along with key partner agencies, community networks and organisations, will ensure that its ongoing commitment to community engagement is being developed and delivered in the most effective ways possible, and that Middlesbrough communities are able to play a full role as partners in the regeneration of the town.

CHAPTER 6.2

EQUALITY, DIVERSITY AND HUMAN RIGHTS

Middlesbrough Partnership recognises there are many people who face potential barriers in trying to access public services and influence decision making about public services. These barriers can be because of prejudice and discrimination or because services are not designed to be accessible for all local people.

The ultimate aim is that there are equal life chances for all, regardless of:

- age
- gender
- disability
- religion or belief
- sexual orientation
- race.

Middlesbrough Partnership is committed to meeting the needs of its diverse communities and ensuring that groups and individuals who can experience discrimination and disadvantage have the same life chances as everyone else.

Middlesbrough Partnership has made a commitment to valuing diversity and achieving equality by signing up to the Middlesbrough Equality Pact.

This commitment will contribute towards the achievement of the vision for Middlesbrough, ensuring that Middlesbrough will be a place where a culture of fairness, equality and respect for diversity is evident to everybody, and where everyone who is in contact with its services is treated as they would want to be treated themselves.

In its delivery of strategic priorities, Middlesbrough Partnership will ensure that improvement outcomes are equal for all groups and individuals within Middlesbrough and that the needs of diverse groups are met, by ensuring that:

- delivery plans focus on tackling inequalities;
- hidden inequalities are identified and addressed; and
- improvements in inequalities can be monitored and reviewed.

To ensure that Middlesbrough Partnership is meeting its duties and promoting best practice in equality, diversity and human rights, it has carried out an Equalities Impact Assessment of the Sustainable Community Strategy (Appendix 1) and will continue to ensure that the Partnership or lead organisation(s) embed(s) impact assessments as part of their policy development processes.

CHAPTER 6.3

NARROWING THE GAP – RESPONDING TO PEOPLE WHOSE CIRCUMSTANCES MAKE THEM VULNERABLE

Middlesbrough Partnership recognises that some people suffer disadvantage or are marginalised because of where they live, their way of living or personal circumstances. People's particular circumstances have a major impact on their quality of life. In order to achieve the best outcomes for Middlesbrough, it is essential that nobody is disadvantaged because of where or how they live.

People become vulnerable because of their particular circumstances, through a combination of:

- their needs and how dependent on public services they are to address those needs;
- how at risk they are of harm; and
- how marginalised in society they are.

By fully understanding the needs and aspirations of its diverse communities and the most vulnerable members of community, Middlesbrough Partnership will deliver its ambitions for Middlesbrough in a way that ensures that nobody is disadvantaged, regardless of their circumstances. Middlesbrough Partnership will work together to:

- encourage greater participation by those marginalised;
- identify and remove barriers;
- change negative attitudes and stereotypical views;
- ensure particular attention is paid to issues that have a disproportionate impact on some communities when setting its priorities and devising its plans; and
- identify how well outcomes, services and improvements are being achieved where inequality and risk to the individual is greatest.

CHAPTER 6.4

VALUE FOR MONEY

Value for Money is about getting the maximum benefit over time with the resources available. It is about achieving the right balance among economy, efficiency and effectiveness to achieve the priorities for local people.

It is important that all partners within Middlesbrough Partnership work together to ensure resources are delivering value for money.

Achieving the priorities for local people involves a complex network of organisations from all sectors: public, private and third sectors. Within this, Middlesbrough Partnership is committed to explore opportunities to deliver better value for money.

Middlesbrough Partnership understands how the decisions made in one organisation can impact on value for money in other related organisations and services. Decisions in one service that affect another can lead to reduced spending elsewhere in public services. For example, financial security and the extent to which housing need is being met can have a positive impact on people's mental health and physical health. Also, the Partnership recognises that early intervention can reduce the need for more intensive and/or costly services across a range of providers in the longer term. A good example is the recognition that learning basic skills at an early age enables children to achieve well later, allowing for greater career choice and improved economic well-being.

By working successfully in partnership to identify and adapt service delivery to the challenges that communities in Middlesbrough face, the Partnership can make effective use of the resources available to achieve local priorities.

CHAPTER 6.5

SUSTAINABILITY

Middlesbrough's Sustainable Community Strategy is designed to make major improvements in the town, but it will also have a much wider impact.

At present, if everyone in the world used as many resources as people do in Middlesbrough, we would need three planets to support us. To be sustainable will require us to be much more efficient in our use of resources, to reduce our negative impacts on the local and global environment, and to manage our economy and society so that people can achieve and maintain a good quality of life.

The most widely adopted definition of sustainable development was provided by the 1987 Brundtland Report 'Our Common Future':

'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Middlesbrough is committed to sustainable development. The desire to build a sustainable community that ensures a good quality of life for residents is embedded in the key elements of Middlesbrough's vision.

Middlesbrough Partnership has adopted the One Planet Living (OPL) model as a framework to assess the wider effects of its Sustainable Community Strategy and aspire to work towards achieving the ten guiding principles of the One Planet Living model of a world in which people everywhere can lead happy, healthy lives within their fair share of the Earth's resources.

One Planet Living

One Planet Living is a joint initiative of BioRegional, an independent environmental organisation, and WWF, the global conservation organisation.

One Planet Living has been developed to meet the challenge that faces us all: how can people everywhere enjoy a high quality of life, within the carrying capacity of one planet? Eco-footprinting shows that if everyone in the world consumed as much as the average UK resident we would need three planets to support us.

The vision of One Planet Living is a world in which people everywhere can lead happy, healthy lives within their fair share of the Earth's resources.

The OPL programme is based on ten guiding principles, which act as a framework to highlight the sustainability challenge in a given situation and as a mechanism for developing and presenting solutions.

These principles are:

- Zero carbon
- Zero waste
- Sustainable transport
- Sustainable materials
- Local and sustainable food
- Sustainable water
- Natural habitats and wildlife
- Culture and heritage
- Equity and fair trade
- Health and happiness.

Sustainability Appraisal

To ensure that Middlesbrough achieves sustainable development in all of its plans and strategies Middlesbrough Partnership has carried out an assessment of the Sustainable Community Strategy priorities to assess the potential impact of achieving each priority on the OPL principles.

Each of the themes of Middlesbrough's Sustainable Community Strategy have been considered in relation to the ten principles. Middlesbrough Partnership has identified how they may be able to support One Planet Living, and how they may impede progress. The outcome of this exercise is attached as Appendix 2. Middlesbrough Partnership will consider these implications in more detail as it develops its specific action plans.

CHAPTER 7

HOW EVERYTHING FITS TOGETHER – RELATED PLANS AND STRATEGIES

There are a number of factors that have influenced and shaped the development of Middlesbrough Sustainable Community Strategy. These factors include:

- National PSA targets
- Regional and Sub-Regional Strategies
- Local Plans and Strategies
- Thematic Strategies
- Partner organisation business plans.

How Middlesbrough Partnership delivers and implements each strategic priority will be influenced by the factors listed. However, it is also the case, particularly in relation to sub-regional and regional strategies, that Middlesbrough's Sustainable Community Strategy will in turn help to shape emerging and evolving strategies.

This section describes the role of the key local, regional and sub-regional plans and strategies that have influenced the development of this strategy. The diagram below illustrates the hierarchy of the various plans and strategies.



National targets

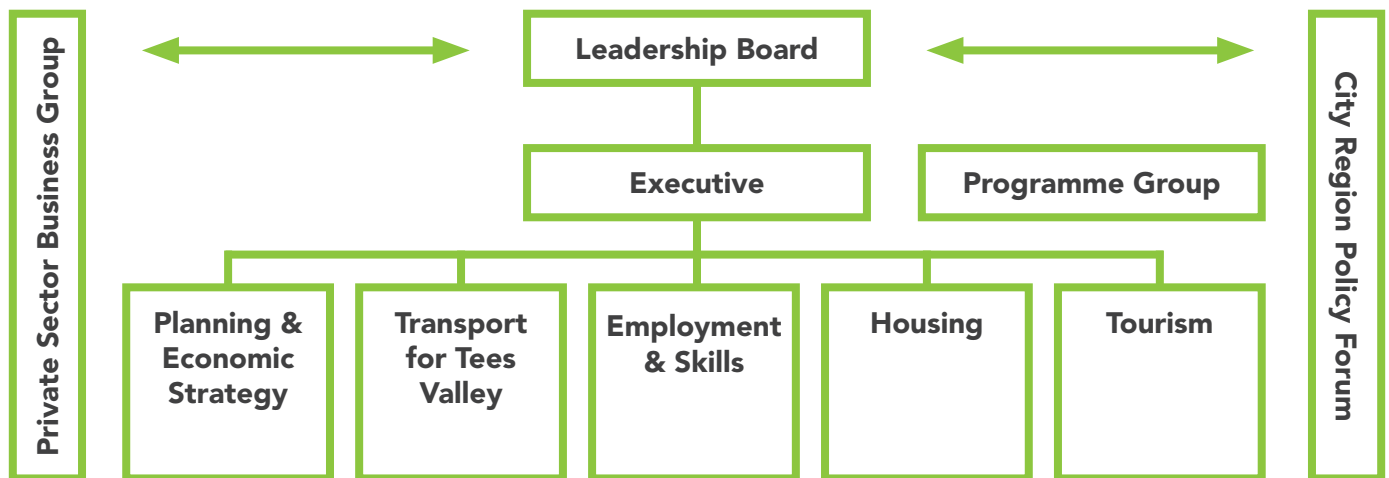
Targets are set at a national level that appropriate Government departments are responsible for meeting. These influence local targets for Middlesbrough.

Regional and Sub-Regional Strategies

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 City Region Business Case

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 ten-year City Region Investment Plan has been produced incorporating prioritised and costed proposals to improve the economic performance of the area. It has identified three specific areas where progress can be achieved through Tees Valley organisations working together:

- Housing, including the Gresham area of Middlesbrough
- Regeneration, including the Stockton-Middlesbrough initiative (SMI)
- Transport, including the Tees Valley Bus Network improvements, assessing the potential for a rail-based Metro scheme and highway network requirements.

This will be achieved through the Tees Valley Multi-Area Agreement (MAA), which was signed off by Government in July 2008, and which is designed to provide greater freedom and flexibility in the way local funding is used.

Regional Economic Strategy

The RES sets out how greater and sustainable prosperity will be delivered to everyone in the North East over the period to 2016. It seeks to provide the underpinning economic conditions necessary to achieve the region’s vision that: “The North East will be a region where present and future generations have a high quality of life. It will be a vibrant, self-reliant, ambitious and outward-looking region featuring a dynamic economy, a health environment and a distinctive culture. Everyone will have the opportunity to realise their full potential.”

Regional Spatial Strategy

This is a statutory document that determines how much development should take place in the region and where this should be located. It sets out a long-term strategy (2004-2021) for the development of the region and provides the spatial context for the delivery of other regional strategies.

Under government proposals to review sub-national economic development and regeneration, it is the intention that each region will prepare an Integrated Regional Strategy (IRS). The IRS when adopted will build on, and replace, the existing regional spatial and economic strategies, and ensure stronger integration between planning, economic and transport policies within the region.

Local Plans and Strategies

The key local plans and strategies are:

Local Area Agreement

The Local Area Agreement (LAA) is a key element of the delivery plan for the Sustainable Community Strategy. It contains targets for 2008-2011. The shorter-term monitoring of this strategy, the LAA is an agreement between Central Government (represented by Government Office for the North East) and the local areas (represented by Middlesbrough Council and its partners through the Middlesbrough Partnership).

The LAA includes 35 'designated targets' – agreed with Government Office – which reflect the major issues facing Middlesbrough in the period 2008–2011. There are also 16 'attainment targets' that focus on learning, and 11 'local targets' developed in Middlesbrough.

Local Development Framework

The Local Development Framework (LDF) sets out a vision for the future of Middlesbrough and provides a planning framework, shaping where and how development will take place. This vision is one that is shared with this Sustainable Community Strategy, and its implementation will support the achievement of the Sustainable Community Strategy priorities.

The key issues identified in the LDF are:

- addressing population decline;
- creating a prosperous Tees Valley city region;
- creating sustainable communities;
- meeting local transport needs more effectively;
- promoting the economic vitality of Middlesbrough;
- reinforcing the role of Middlesbrough town centre within the Tees Valley city region;
- improving health;
- maximising educational achievement;
- transforming the local environment; and
- creating a balanced housing market.

These issues have a very strong relationship with the priorities of the Sustainable Community Strategy, and will ensure that the physical regeneration of the town matches the aspirations of residents. The Framework and the Sustainable Community Strategy both cover the period to 2023.

The LDF identifies sites for future development, which will assist the town in achieving its vision. This includes strategic locations, such as Greater Middlehaven and Greater Hemlington, which will, for example, support commercial or residential growth in Middlesbrough. In addition, the facilities that are required at a more local level are also considered.

The linkages between areas of Middlesbrough, and to surrounding areas and beyond, are important to the achievement of the vision for the town. The LDF recognises the need for improved connectivity, and provides a framework for future investment in the transport network to ensure accessibility for all.

As well as identifying strategic and site-specific locations for development, the framework also sets out some overriding policies and principles to ensure development is of the requisite quality and achieves sustainable development principles.

The LDF is made up of a number of documents, called Development Plan Documents (DPDs). These cover specific subjects such as regeneration, the environment and minerals and waste. In addition to the development of the built environment, providing good-quality open spaces and the effective and sustainable management of waste will be vital to ensure the quality of life of residents is unharmed and, where possible, enhanced.

Middlesbrough Housing Strategy

Middlesbrough's Housing Strategy 2008-2011 'Quality Homes and Neighbourhoods' has been closely integrated with the Sustainable Community Strategy and fully reflects the wider corporate vision of the authority, providing a strategic fit by making firm links with designated targets and strategic priorities within Middlesbrough's Local Area Agreement (LAA). Where there is no designated target, a local target has been developed to measure achievement against the priority.

It is recognised that some of Middlesbrough's neighbourhoods fail to meet the needs and aspirations of its population and those who might otherwise come to live in the town. Many people with financial mobility have moved on, in some cases leaving Middlesbrough altogether, and in many cases those with the least resources have been left in the less popular areas.

Following transfer of the Council's housing stock to a registered social landlord, Erimus Housing, in 2004, a major investment programme to improve the housing stock has been underway. This will ensure a better quality of life for residents that would not have happened without stock transfer. The transfer has also provided an opportunity for the Council to further develop its own services, working more effectively with the private, public, voluntary and community sectors to address Middlesbrough's housing issues across all tenures.

The key to the town's long-term prosperity is the ability to retain population and attract new people into Middlesbrough by developing a housing stock that provides the right quantity, type and tenure. Such an outcome can only be achieved by significantly improving the quality of the town's housing and neighbourhoods for existing residents and potential new arrivals.

Middlesbrough Council and its partners are fully committed to the creation of safe, sustainable neighbourhoods where people want to live now and in the future.

Thematic Strategies

Some of Middlesbrough Partnership's action groups also develop their own plans and strategies; in some cases this is a statutory requirement. There is alignment between the aims, priorities and targets within the thematic strategies and the Middlesbrough Sustainable Community Strategy. However, the thematic strategies describe in more detail how the priorities will be achieved. Key thematic strategies are listed in Chapter five.

Partner Organisation Business Plans

Partners' business plans set out what action individual partners will take to contribute to the overall themes, aims, priorities and targets detailed in this strategy.

CHAPTER 8

MIDDLESBROUGH PARTNERSHIP

What is the Middlesbrough Partnership?

The Middlesbrough Partnership is the Local Strategic Partnership (LSP) for the town. It brings together key organisations and communities across Middlesbrough to agree the priorities for the town, and the strategy to tackle the key issues. This is called the Sustainable Community Strategy.

What does the Partnership do?

The Partnership does not deliver services itself, but it provides a framework for partners to coordinate how services are developed and delivered across the town. It provides an opportunity for service providers to work with representatives of local communities to identify the priorities for the town, and to ensure joint commitment to particular strategies and action plans.

How does the Partnership work?

All organisations that meet certain criteria are eligible to become members of the Middlesbrough Partnership. They can contribute to the Partnership in different ways:

Partnership Forum

The Partnership Forum meets four times a year, and is an opportunity for members to receive progress reports about the Sustainable Community Strategy. There is also the opportunity for partners to raise key issues for consideration by the Middlesbrough Partnership as a whole.

Action Groups

Each theme of the Sustainable Community Strategy is supported by an Action Group:

- **Creating Stronger Communities** - the Stronger Communities Group has been set up to develop and monitor this theme.
- **Creating Safer Communities** - the Safer Middlesbrough Partnership, the town's statutory Crime and Disorder Reduction Partnership, supports this theme on behalf of the Middlesbrough Partnership.
- **Supporting Children and Young People** - the Children's Trust Board takes responsibility for this theme.
- **Promoting Adult Health and Well-being, Tackling Exclusion and Promoting Equality** - the Health and Social Care Partnership has been set up to support this theme.

- **Enhancing the Local Economy** - the Economic Vitality Action Group grew out of an Employment and Skills Group, but now has the wider remit of the broader economic agenda. This is also supported by the Housing Forum and the Transport Group.
- **Securing Environmental Sustainability** - the Environment Action Group was set up to develop and monitor this theme.

The membership of each Action Group reflects the range of organisations and interests that can have an influence on the issue.

Partnership Executive Board

The Partnership Executive Board includes representatives of the key organisations and sectors in the town and representatives of each of the Action Groups, and is responsible for the development and performance management of the Sustainable Community Strategy and the Partnership’s contribution to the Local Area Agreement.



CHAPTER 9

MONITORING THE DELIVERY

Middlesbrough Partnership needs to understand the challenges facing Middlesbrough and assess progress to ensure that the Partnership is on track to deliver the priorities in the Sustainable Community Strategy.

The Sustainable Community Strategy relies on contributions from a number of partners and partnerships. They have their own plans and strategies, and these are highlighted under each theme. The Partnership's Action Groups will have responsibility for monitoring the individual themes.

The shorter-term monitoring of this strategy will be managed through the Local Area Agreement 2008-2011(LAA). The LAA is an agreement between Central Government (represented by Government Office for the North East) and the local areas (represented by Middlesbrough Council and its partners through the Middlesbrough Partnership).

Middlesbrough Partnership Performance Management Framework

Middlesbrough Partnership has established a performance management framework that allows the Partnership to assess how:

- shared priorities are identified and how they express community needs and aspirations;
- the outcomes and improvements needed are being delivered; and
- confident we are that the priorities will be successfully achieved.

Middlesbrough Partnership has used Accountability Sessions for a number of years as a key component of its Performance Management Framework to provide a robust accountability for the Partnership through collaboration and challenge.

In addition to its own accountability, the Audit Commission, the Government Office for the North East and Middlesbrough Council's Overview and Scrutiny Board all review the Partnership's performance.

Risk Management

Successful risk management is integral to the management of the Partnership's performance, enabling it to be effective in strategic decision-making, delivery planning and achieving targets and improvement outcomes. The purpose of managing risks is to ensure that the best possible outcomes can be achieved under each strategic priority for the town, with the aim of improving opportunities and the quality of life for local people.

The risk management process involves the identification, assessment, control and monitoring of risks and the maximisation of opportunities that can impact on the Partnership's themes and strategic priorities.

In developing Middlesbrough's Community Strategy, each of the thematic Action Groups was asked to identify the key risks to achieving the vision and strategic priorities for Middlesbrough 2023; these risks now form the Middlesbrough Partnership Risk Register (Appendix 3). The risk register will be reviewed, monitored and updated regularly.

APPENDIX 1

EQUALITY IMPACT ASSESSMENT OF THE SUSTAINABLE COMMUNITY STRATEGY

Department	Central Services	Person responsible for the assessment	Kathryn Warnock
Section	Performance and Policy	Name of the Policy to be assessed	Sustainable Community Strategy
Date of Assessment	7 May 2009	Is this a new or existing policy?	Existing – review of current strategy

1. Describe the aims, objectives and purpose of the policy

The Sustainable Community Strategy for Middlesbrough has been developed to provide the framework for members of Middlesbrough Partnership, organisations, groups of people and individuals to work together to improve the quality of life in Middlesbrough by 2023.

It sets out the shared vision for the town and its residents and how partners will work together to achieve the vision.

The Sustainable Community Strategy is the overarching strategy for improving Middlesbrough. It is the result of detailed analysis of the town's current position, and the challenges and opportunities that lie ahead over the next fifteen years. The strategy is simply a strategic overview, as there are a range of more specific and detailed plans and strategies that sit beneath it and identify what needs to be done (for example, in terms of health or community safety) to ensure that the overall vision for Middlesbrough can be realised.

2. Are there any associated objectives of the policy? Please explain.

See section 1 above.

3. Who is intended to benefit from the policy and in what way?

Therefore the aim and priorities of the Sustainable Community Strategy should benefit all stakeholders including residents, business and visitors to Middlesbrough, as the purpose of the strategy is to achieve the following vision for Middlesbrough:

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

4. What outcomes are wanted from this policy?

In addition to the overall vision outlined above, the Sustainable Community Strategy splits out its desired outcomes by theme as follows:

Theme 1 – Creating Stronger Communities

The Middlesbrough Partnership's aim for Middlesbrough is to be a place where people who live and work in Middlesbrough have a real sense of belonging.

A stronger community is a community that promotes community cohesion and increases voluntary and community engagement, especially amongst those at risk of social exclusion.

Theme 2 – Creating Safer Communities

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

Theme 3 – Supporting Children and Young People

Middlesbrough's children and young people will have the best possible start in life with access to opportunities that will help them develop to their full potential.

Middlesbrough Partnership will focus particularly on young people and their families to develop citizens who care for their neighbours and look after their town.

Theme 4 – Promoting Adult Health and Well-being, Tackling Exclusion and Promoting Equality

Middlesbrough Partnership will work with Middlesbrough's residents to achieve substantial improvement in the health, as well as a significant reduction in the health inequalities, of people living in Middlesbrough.

Middlesbrough Partnership will improve the quality of life of vulnerable people in Middlesbrough.

Theme 5 – Enhancing the Local Economy

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

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

Theme 6 – Securing Environmental Sustainability

Middlesbrough Partnership will improve the way Middlesbrough looks and feels, making it a better and safer place to live, work and invest. It recognises that everyone has a part to play to ensure that they make the future safer and leave a healthier and more sustainable environment for their children.

5. What factors/forces could contribute to detract from the outcomes?

The Strategy sets out the vision, and the documents / plans / strategies / decisions that are developed to implement the vision, of the Sustainable Community.

6. Who are the main stakeholders in relation to the policy?

The members of Middlesbrough Partnership are the main stakeholders of the Strategy; however, as the Strategy sets out the vision for the entire area, everyone in Middlesbrough will have an interest in it.

Government Office North East, the Audit Commission and other inspection agencies also have expectations about the content of the Strategy that will have to be met.

To ensure the strategy accurately reflects the area and also meets the requirements of a number of formal bodies, a series of consultations have been undertaken.

- In October 2007, a stakeholder conference was held to consider priorities across the Partnership for both the Sustainable Community Strategy and the Local Area Agreement. Using a process adapted from 'open space' principles, the conference was participative and allowed participants to influence a number of key priorities as well as to suggest their own.
- In February 2008, the Partnership Executive agreed the themes for the priorities, linking these to the Single Set of National Indicators (198 areas of work that are measured across the country). The priorities were then revised through the Action Groups, and the Partnership Board agreed the final priorities in March 2008.
- In September and October 2008, a series of workshops were held with partners from all sectors. These workshops were based around the individual themes and considered a number of key issues, including the relationship with One Planet Living principles, which helped to identify the key areas where the priorities might have an impact on sustainability.

7. Who implements the policy and who is responsible for the policy?

Within the Council, the Assistant Chief Executive is responsible for the policy and the Performance and Policy team are responsible for implementing the policy. All members of the LSP have agreed that their actions should align with the priorities outlined within the strategy.

8. Are there concerns that the policy could have a differential impact on the basis of; race, gender, disability, age, religion and belief, sexual orientation, caring responsibilities, offending past, transgender, poverty?

No differential impact is likely to occur, as the strategy is setting out the vision for Middlesbrough as a place where everyone has the same life chances. The practical implementation of the vision within organisations, plans and strategies will be impact-assessed to ensure no differential impact. To achieve this, certain plans will be targeted at groups suffering from disadvantage; these plans will receive full impact assessments.

9. What existing evidence (either presumed or otherwise) do you have for this?

Feedback from consultation to date indicates that the Sustainable Community Strategy's vision for Middlesbrough is one that meets the needs of the different groups within Middlesbrough.

10. Differential Impact

To date no differential impact has been identified.

APPENDIX 2

SUSTAINABILITY APPRAISAL

CREATING STRONGER COMMUNITIES

One Planet Living Principle	One Planet Living Goal	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
Zero Carbon	Achieve net zero carbon dioxide emissions from developments.		✓		✓
Zero Waste	Eliminate waste flows to landfill and incineration.	✓	✓	✓	✓
Sustainable Transport	Reduce reliance on private vehicles, and achieve major reductions of CO2 emissions from transport.	✓	✓		
Local and Sustainable Materials	Transform materials supply to have a positive impact on the environment and local economy.	✓	✓	✓	✓
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being.	✓	✓	✓	✓
Sustainable Water	Reduce the impact on local water resources and supply.		✓		✓
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss.	✓	✓	✓	✓
Culture and Heritage	Protect and build on local cultural heritage and diversity.	✓	✓	✓	✓
Equity and Fair Trade	Ensure that the community's impact on other communities is positive.	✓	✓	✓	✓
Health and Happiness	Increase health and quality of life of community members and others.	✓	✓	✓	✓

CREATING SAFER COMMUNITIES

One Planet Living Principle	One Planet Living Goal	Reducing re-offending	Diverting young people away from crime and Anti-Social Behaviour (ASB) and reducing the vulnerability of young people to prevent them becoming victims of crime	Reducing repeat victimisation	Town Centre safety	Neighbourhood safety
Zero Carbon	Achieve net zero carbon dioxide emissions from developments.		✓			
Zero Waste	Eliminate waste flows to landfill and incineration.		✓			✓
Sustainable Transport	Reduce reliance on private vehicles, and achieve major reductions of CO2 emissions from transport.					
Local and Sustainable Materials	Transform materials supply to have a positive impact on the environment and local economy.	✓				
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being.	✓	✓			
Sustainable Water	Reduce the impact on local water resources and supply.	✓	✓		✓	
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss.		✓		✓	
Culture and Heritage	Protect and build on local cultural heritage and diversity.	✓	✓			
Equity and Fair Trade	Ensure that the community's impact on other communities is positive.		✓	✓	✓	✓
Health and Happiness	Increase health and quality of life of community members and others.	✓	✓	✓	✓	✓

SUPPORTING CHILDREN AND YOUNG PEOPLE

One Planet Living Principle	One Planet Living Goal	Be Healthy – Ensure good physical, mental, emotional and sexual health of children and young people	Stay Safe – Ensure that children and young people are kept safe from deliberate, neglectful or accidental harm and exploitation	Enjoy and Achieve – Enable children to enjoy and fully participate at school and in registered childcare settings to achieve their full potential	Make a Positive Contribution – Enable children and young people to contribute positively to their local community	Achieve Economic Well-being – Ensure that children, young people and their families are equipped to continue into further education, employment or training
Zero Carbon	Achieve net zero carbon dioxide emissions from developments.	✓		✓	✓	
Zero Waste	Eliminate waste flows to landfill and incineration.	✓		✓	✓	✓
Sustainable Transport	Reduce reliance on private vehicles, and achieve major reductions of CO2 emissions from transport.	✓	✓	✓	✓	✓
Local and Sustainable Materials	Transform materials supply to have a positive impact on the environment and local economy.	✓		✓	✓	✓
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being.	✓		✓	✓	✓
Sustainable Water	Reduce the impact on local water resources and supply.	✓		✓	✓	✓
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss.	✓	✓	✓	✓	✓
Culture and Heritage	Protect and build on local cultural heritage and diversity.	✓	✓	✓	✓	✓
Equity and Fair Trade	Ensure that the community's impact on other communities is positive.	✓	✓	✓	✓	✓
Health and Happiness	Increase health and quality of life of community members and others.	✓	✓	✓	✓	✓

PROMOTING ADULT HEALTH AND WELL-BEING, TACKLING EXCLUSION AND PROMOTING EQUALITY

One Planet Living Principle	One Planet Living Goal	Help promote health, well-being, independence, inclusion and choice	Ensure that, when people fall ill, they receive safe and effective services, when and where they need help and are empowered in their choice	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	Improve the quality of life of vulnerable people in Middlesbrough	Address specific community and social housing needs
Zero Carbon	Achieve net zero carbon dioxide emissions from developments.	✓		✓	✓	✓
Zero Waste	Eliminate waste flows to landfill and incineration.	✓		✓	✓	✓
Sustainable Transport	Reduce reliance on private vehicles, and achieve major reductions of CO2 emissions from transport.	✓	✓	✓	✓	
Local and Sustainable Materials	Transform materials supply to the point where it has a positive impact on the environment and local economy.	✓		✓		✓
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being.	✓	✓	✓	✓	✓
Sustainable Water	Reduce the impact on local water resources and supply.	✓		✓	✓	✓
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss.	✓	✓	✓	✓	✓
Culture and Heritage	Protect and build on local cultural heritage and diversity.	✓		✓		
Equity and Fair Trade	Ensure that the community's impact on other communities is positive.	✓			✓	✓
Health and Happiness	Increase health and quality of life of community members and others.	✓	✓			

ENHANCING THE LOCAL ECONOMY

One Planet Living Principle	One Planet Living Goal	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	Change attitudes by promoting Middlesbrough's success	Promote regeneration through culture, arts and learning by means of major projects and flagship initiatives that act as economic drivers by contributing to the town's image and environment
Zero Carbon	Achieve zero carbon dioxide emissions from developments. Implement energy efficiency in buildings and infrastructure, for example cavity wall insulation, or by supplying energy from on-site renewable sources.	<ul style="list-style-type: none"> Higher costs associated with zero carbon 	<ul style="list-style-type: none"> Energy use, costs, set-up is capital intensive 	<ul style="list-style-type: none"> Possible new areas of skills 	<ul style="list-style-type: none"> Opportunity to promote zero carbon successes e.g. Middlehaven 	
Zero Waste	Eliminate waste sent to landfill and incineration. Reduce waste generation by encouraging re-use, recycling and composting; generate energy from waste cleanly; eliminate the concept of waste as part of a resource-efficient society.	<ul style="list-style-type: none"> Cost reduction 	<ul style="list-style-type: none"> Support for (additional) business costs? 	<ul style="list-style-type: none"> Job losses or jobs moved to other areas of work? 	<ul style="list-style-type: none"> Reducing waste = success 	
Sustainable Transport	Achieve major reductions of CO2 emissions from transport. Provide transport systems and infrastructure that reduce dependence on fossil fuel use, e.g: more efficient public transport.	<ul style="list-style-type: none"> Infrastructure / congestion 	<ul style="list-style-type: none"> Congestion affects small businesses 	<ul style="list-style-type: none"> Easier access to the wider region 	<ul style="list-style-type: none"> e.g. trams (Compare with Sheffield) 	
Local and Sustainable Materials	Transform materials supply to have a positive impact on the environment and local economy. Where possible, use local, reclaimed, renewable and recycled materials in construction and products, which minimises transport emissions, spurs investment in local natural resource stocks and boosts the local economy.	<ul style="list-style-type: none"> Potential cost-cutting 	<ul style="list-style-type: none"> Create local demand 	<ul style="list-style-type: none"> Supports local people / employers 	?	<ul style="list-style-type: none"> Character of local buildings
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being. Support local and low-impact food production that provides healthy, quality food while boosting the local economy in an environmentally beneficial manner; showcase examples of low-impact packaging, processing and disposal; highlight benefits of a low-impact diet.	<ul style="list-style-type: none"> New markets locally 	<ul style="list-style-type: none"> New markets locally 	<ul style="list-style-type: none"> New markets locally 	<ul style="list-style-type: none"> DOTT 	<ul style="list-style-type: none"> DOTT

One Planet Living Principle	One Planet Living Goal	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	Change attitudes by promoting Middlesbrough's success	Promote regeneration through culture, arts and learning by means of major projects and flagship that act as economic drivers by contributing to the town's image and environment
Sustainable Water	Reduce the impact on local water resources and supply. Implement water use efficiency measures, re-use and recycling; minimise water extraction and pollution; foster sustainable water and sewage management in the landscape; restore natural water cycles, e.g. water meters in homes.				✓ Possible success	
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss. Protect or regenerate existing natural environments and the habitats they provide to fauna and flora; create new habitats.			✓ Maintenance work may create new employment opportunities	✓ Change attitudes to local area	
Culture and Heritage	Protect and build on local cultural heritage and diversity. Celebrate and revive cultural heritage and the sense of local and regional identity; choose structures and systems that build on this heritage; foster a new culture of sustainability.	✓ Digital City			✓ Change attitudes to local area	✓ Character of local buildings, local history, sense of place
Equity and Fair Trade	Ensure that the community's impact on other communities is positive. Promote equity and fair-trading relationships to ensure the community has a beneficial impact on other communities both locally and globally, notably disadvantaged communities.	✓ Supporting businesses in an equitable way	✓ Supporting businesses in an equitable way	✓ Supporting businesses in an equitable way	✓ Celebrate diversity and fair-trade town status	
Health and Happiness	Increase health and quality of life of community members and others. Promote healthy lifestyles and physical, mental & spiritual well-being as well as delivering on social and environmental targets.	✓ Personal wealth affects health and well-being	✓ Personal wealth affects health and well-being	✓ Skills affect employment opportunities	✓ Sense of pride / prosperity	✓ mima, Music Live, Mela

One Planet Living Principle	One Planet Living Goal	Rejuvenate the housing stock	Ensure that the type and mix of new housing provides choice	Improve and maintain existing housing	Provide 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 - Highway maintenance and increased use of cycling and walking
Zero Carbon	Achieve zero carbon dioxide emissions from developments. Implement energy efficiency in buildings and infrastructure, for example cavity wall insulation, or by supplying energy from on-site renewable sources.	<ul style="list-style-type: none"> ✓ Easier to achieve low carbon emissions in new homes at the design stage 	<ul style="list-style-type: none"> ✓ Can achieve low carbon emissions in a mix of new homes at the design stage 	<ul style="list-style-type: none"> ✓ Increased SAP rating, insulation to current building regulations, alternative energy sources 	<ul style="list-style-type: none"> ✓ Choice of low-emission public transport and/or alternative ways to travel
Zero Waste	Eliminate waste sent to landfill and incineration. Reduce waste generation by encouraging re-use, recycling and composting; generate energy from waste cleanly; eliminate the concept of waste as part of a resource-efficient society.	<ul style="list-style-type: none"> ✓ Improved recycling facilities can be designed in 	<ul style="list-style-type: none"> ✓ Design-in effective public transport routes and measures to discourage private car use 	<ul style="list-style-type: none"> ✓ Rationalise waste facilities to reduce, re-use, recycle 	<ul style="list-style-type: none"> ✓ Re-use of excavated materials in roads / footpaths, possible use of bio-fuels
Sustainable Transport	Achieve major reductions of CO ₂ emissions from transport. Provide transport systems and infrastructure that reduce dependence on fossil fuel use, e.g: more efficient public transport.	<ul style="list-style-type: none"> ✓ Design-in effective public transport routes and measures to discourage private car use 	<ul style="list-style-type: none"> ✓ Design-in effective public transport routes and measures to discourage private car use 	<ul style="list-style-type: none"> ✓ Design-in effective public transport routes and measures to discourage private car use 	<ul style="list-style-type: none"> ✓ Design-in effective public transport routes and measures to discourage private car use
Local and Sustainable Materials	Transform materials supply to have a positive impact on the environment and local economy. Where possible, use local, reclaimed, renewable and recycled materials in construction and products, which minimises transport emissions, spurs investment in local natural resource stocks and boosts the local economy.	<ul style="list-style-type: none"> ✓ Excavated materials can be re-used on site and sustainable construction materials can be specified 	<ul style="list-style-type: none"> ✓ Excavated materials can be re-used on site and sustainable construction materials can be specified 	<ul style="list-style-type: none"> ✓ Excavated materials can be re-used on site and sustainable construction materials can be specified 	<ul style="list-style-type: none"> ✓ Use of local materials and also products made from local industrial waste streams
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being. Support local and low-impact food production that provides healthy, quality food while boosting the local economy in an environmentally beneficial manner; showcase examples of low-impact packaging, processing and disposal; highlight benefits of a low-impact diet.	<ul style="list-style-type: none"> ✓ Local allotments, gardens to encourage more self-sufficiency in food 	<ul style="list-style-type: none"> ✓ Local allotments, gardens to encourage more self-sufficiency in food 	<ul style="list-style-type: none"> ✓ Local allotments, gardens to encourage more self-sufficiency in food 	

One Planet Living Principle	One Planet Living Goal	Rejuvenate the housing stock	Ensure that the type and mix of new housing provides choice	Improve and maintain existing housing	Provide 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 – Highway maintenance and increased use of cycling and walking
Sustainable Water	Reduce the impact on local water resources and supply. Implement water use efficiency measures, re-use and recycling; minimise water extraction and pollution; foster sustainable water and sewage management in the landscape; restore natural water cycles, e.g. water meters in homes.	✓ Design in SUDS, rainwater capture, grey-water systems		✓ Design in SUDS, rainwater capture, grey-water systems	✓ Infrastructure design accounting for SUDS
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss. Protect or regenerate existing natural environments and the habitats they provide to fauna and flora; create new habitats.	✓ Disturbed species can be encouraged to re-establish by good design of open space	✓ Disturbed species can be encouraged to re-establish by good design of open space	✓ Disturbed species can be encouraged to re-establish by good design of open space	✓ Minimise disruption to native flora and fauna in design of transport infrastructure
Culture and Heritage	Protect and build on local cultural heritage and diversity. Celebrate and revive cultural heritage and the sense of local and regional identity; choose structures and systems that build on this heritage; foster a new culture of sustainability.	✓ Can encourage sustainable lifestyles		✓ Can encourage sustainable lifestyles	
Equity and Fair Trade	Ensure that the community's impact on other communities is positive. Promote equity and fair-trading relationships to ensure the community has a beneficial impact on other communities both locally and globally, notably disadvantaged communities.	✓ Design to promote community cohesion	✓ Mixed development could encourage community cohesion	✓ Opportunities to promote equity	✓ Equality of access to reliable, affordable public transport
Health and Happiness	Increase health and quality of life of community members and others. Promote healthy lifestyles and physical, mental & spiritual well-being as well as delivering on social and environmental targets.	✓ Design to encourage healthier lifestyles, walking, use of open space etc.	✓ Choice can promote well-being	✓ Design to encourage healthier lifestyles, walking, use of open space etc.	✓ Design to encourage healthier lifestyles, walking, use of open space etc.

SECURING ENVIRONMENTAL SUSTAINABILITY

One Planet Living Principle	One Planet Living Goal	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
Zero Carbon	Achieve net zero carbon dioxide emissions from developments.		✓	✓	✓
Zero Waste	Eliminate waste flows to landfill and incineration.	✓	✓	✓	✓
Sustainable Transport	Reduce reliance on private vehicles, and achieve major reductions of CO2 emissions from transport.	✓	✓	✓	✓
Local and Sustainable Materials	Transform materials supply to have a positive impact on the environment and local economy.		✓	✓	✓
Local and Sustainable Food	Transform food supply to have a net positive impact on the environment, local economy and people's well-being.		✓	✓	✓
Sustainable Water	Reduce the impact on local water resources and supply.	✓	✓		✓
Natural Habitats and Wildlife	Regenerate degraded environments and halt biodiversity loss.	✓	✓	✓	✓
Culture and Heritage	Protect and build on local cultural heritage and diversity.	✓	✓		✓
Equity and Fair Trade	Ensure that the community's impact on other communities is positive.		✓	✓	✓
Health and Happiness	Increase health and quality of life of community members and others.	✓	✓	✓	✓

APPENDIX 3

MIDDLESBROUGH PARTNERSHIP RISK REGISTER

Introduction

During the development of the Sustainable Community Strategy (SCS), LSP Risk Management processes were strengthened. At the draft SCS stage, as part of consultation with Action Group Members and other stakeholders, risk assessment workshops were conducted to identify risks with potential to impact on the achievement of the agreed priorities. The priorities for each Action Group had already been identified and established.

Risk Assessment Methodology

Action Group workshop events took place on the following dates:

8 September 2008	Health and Well-being	15 September 2008	Stronger Communities
19 September 2008	Environmental Sustainability	25 September 2008	Enhancing the Local Economy
29 September 2008	Safer Communities	8 October 2008	Children and Young People

Risk Identification

Workshop attendees were asked to consider and discuss:

- factors which would help Middlesbrough Partnership achieve the Action Group priorities; and
- factors which would hinder achievement of these priorities.

Risk Description

These factors were recorded, summarised into potential positive and negative risks, and reported back to the group.

Risk Estimation

After an explanation of the risk-scoring matrix, workshop attendees individually scored the risks for likelihood and impact.

Following the workshops, Risk Assessment Forms were completed for each risk identified.

Risk Ref	RISK DESCRIPTION	Gross		CONTROL MEASURES (Currently in place)		Residual		Further Action(s)	Action Group Responsible
		Probability	Impact	Score		Probability	Impact		

CREATING STRONGER COMMUNITIES

Threats - the risk register records how we reduce the likelihood and/or impact of these risks										
				current residual scores are influenced by national economic climate						
St007	Government priorities / funding changes create uncertainty about the value of community involvement.	4	5	20	* Good communications to the community so that they have the information they need. * Monitoring of national developments allows relevant information to be circulated.	3	5	15	* Pursue local, small-scheme funding possibilities to give a more co-ordinated approach. * Strengthened working with the Third Sector to provide resilience to impact of changes and assured continuity.	Stronger Communities
St008	People are not interested in becoming involved, so their views cannot influence decisions. Young people are not engaged with their community, therefore are unlikely to feel part of a community as adults, so will be less involved.	4	5	20	* Strategic representation of the community via Community Clusters. * Representation via Community Councils and Youth Council. * Good communications to the community so that they have the information they need. * Councillors, Police and Erimus offer surgeries at local level to encourage interaction. * A variety of successful community events organised through the Council - eg Mela, Town Meal, 10K and fun run - promote engagement. (This will be addressed in liaison with Children and Young People's Action Group. Further Control Measures listed on that Risk Register.)	4	5	20	* Develop an Engagement Strategy with appropriate monitoring mechanisms. * Support development of Community Councils to strengthen representation of all sections of the community. * Improve channels of communication to Councillors.	Stronger Communities
St009	The capacity of the Third Sector is not sufficient to enable them to take advantage of contractual opportunities.	3	3	9	* Training opportunities are offered to those who wish to be engaged in partnership involvement.				* Facilitate capacity building within Third Sector.	Stronger Communities
Opportunities - the risk register records how we strive to realise the full potential of these opportunities										
St010	An increase in grass-root / neighbourhood projects creates community ownership.	3	5	15	* Availability of local grants. * Support mechanisms already exist from the Council, Third Sector and partners.				* Explore how partners work together to maximise grass roots support to Neighbourhood projects.	Stronger Communities
St011	More community use of new and existing buildings makes it easier for local communities to get involved.	3	5	15	* Many community and voluntary sector organisations currently have use of existing buildings.				* Develop a standardised approach to community leasing of buildings. * Develop a strategy for transfer of assets to the community.	Stronger Communities

Risk Ref	RISK DESCRIPTION	Gross			CONTROL MEASURES (Currently in place)			Residual			Further Action(s)	Action Group Responsible
		Probability	Impact	Score	Probability	Impact	Score					

CREATING SAFER COMMUNITIES

Threats - the risk register records how we reduce the likelihood and/or impact of these risks											
current residual scores are influenced by national economic climate											
Sa012	Global terrorism incident increases community tensions locally.	3	5	15	<ul style="list-style-type: none"> * Good networks established with diverse community groups. * Systems in place to monitor hate crime. * Intelligence Networks allow early intervention. * Hate-crime awareness-raising with young people as part of citizenship programme in schools. 	2	5	10	<ul style="list-style-type: none"> * Maintain and strengthen links with diverse community groups. * Continue to strengthen intelligence systems. 	Safer Communities	
Sa013	Media coverage leads people's perceptions of crime to be worse than it actually is.	3	3	9	<ul style="list-style-type: none"> * Neighbourhood Policing, and Neighbourhood Management provides local reassurance. * Face-to-face communications with vulnerable groups (eg via Face the People Sessions), targeted at a diverse range of community groups. * Direct communication channels with the public such as Communi-K (a system to pass information to nominated individuals within the community). * Good, frequent communications to the community via the local media. * Implementation of Community Safety Strategy. * Targeted Youth Support Scheme increases participation and inclusion of those vulnerable and those at risk of offending. 	3	2	6	<ul style="list-style-type: none"> * All partners to proactively publicise positive stories involving communities and service provision. 	Safer Communities	
Sa014	Short-term funding for Community Safety, or lack of mainstreaming, results in: <ul style="list-style-type: none"> + voluntary sector essential programmes are constantly under threat + recruitment and retention of staff is more difficult + public sector support mechanisms are affected. 	4	5	20	<ul style="list-style-type: none"> * Short-term initiatives delivered. * A range of funding opportunities exploited. * Staff offered short-term contracts. 	4	5	20	<ul style="list-style-type: none"> * Communicate with funding bodies to advocate mainstreaming of funding. 	Safer Communities	
Sa015	Economic downturn leads to more people being unemployed, less money and more people turning to crime.	3	3	9	<ul style="list-style-type: none"> * Allocation from Working Neighbourhood Funding to work with offenders to rehabilitate and train for employment. * See also Control Measures for Enhancing the Local Economy Action Group Risk LE028. * See also Control Measures for Children and Young People Action Group Risk CYP021. 	3	3	9	<ul style="list-style-type: none"> * Develop and introduce (from 1.4.09) the Integrated Offender Management Programme. (This will focus on high-crime-causing offenders in Middlesbrough, and is linked to Prolific and Priority Offender Scheme, Drugs Intervention Scheme and Multi-agency Public Protection Arrangements.) 	Safer Communities	

Sa016	As communities become more empowered, they are likely to be more willing to report crime, resulting in higher levels of recorded crime.	3	3	9	<ul style="list-style-type: none"> * Robust intelligence systems are in place to identify any increase in crime and alert the appropriate multi-agency response. * Established systems are in place to communicate accurate and meaningful information to the community. 	3	2	6	Safer Communities
Opportunities - the risk register records how we strive to realise the full potential of these opportunities									
Sa017	Communities are empowered and self-sufficient, therefore are more likely to engage with agencies; vulnerability will be reduced, a sense of reassurance increased, and the risk of becoming a victim decreased.	3	5	15	<ul style="list-style-type: none"> * Neighbourhood Policing. * Neighbourhood Management. * Short-term funding obtained to recruit a Neighbourhood Crime and Justice Coordinator. 	<ul style="list-style-type: none"> * Ensure all sectors of the community are involved - not just the most vulnerable. * Recruit a Neighbourhood Crime and Justice Co-ordinator. * Cleveland Police to create volunteer police cadet scheme in 2009. 			Safer Communities
Sa018	A change in Government, or legislation, could create opportunities to improve community safety services and reduce levels of risk.	4	3	12	<ul style="list-style-type: none"> * Community Safety Partnership is in a position to respond to new requirements. * Established flow of information and intelligence allows flexible, effective support. 				Safer Communities

Risk Ref	RISK DESCRIPTION	Gross			CONTROL MEASURES (Currently in place)			Residual			Further Action(s)	Action Group Responsible
		Probability	Impact	Score	Probability	Impact	Score					

SUPPORTING CHILDREN AND YOUNG PEOPLE

Threats - the risk register records how we reduce the likelihood and/or impact of these risks												
current residual likelihood influenced by national economic climate												
CYP021	The economic downturn reduces the number of job opportunities and apprenticeships available to young people.	4	5	20	<ul style="list-style-type: none"> * Implementation of Children and Young People's Strategic Plan for Middlesbrough. * Middlesbrough Children and Young People's Trust operates. * NEET Reduction Strategy implementation * Middlesbrough Learning Partnership offer 14- to 19-year-olds specialised diplomas to enhance young people's employability. * Young people offered support and encouragement to develop digital media skills and entrepreneurial flair. * Routeways initiatives operate to develop skills in readiness for future jobs. Currently the schemes cover construction and retail job sectors. * Strong links with Job Centre Plus ensure information from Local Employment Partnerships is communicated and job opportunities are advertised locally. * Use of Construction Employment Integrator Model ensures contracts for new developers include clauses encouraging targeted recruiting and training. * Meteor Project links local 14-year-olds with University and potential future employers. 	4	3	12	<ul style="list-style-type: none"> * Use Diploma Consortia (multi-agency groups) to ensure YP are channelled towards job opportunities in the various sectors. * Review situation every 3 months if economic situation continues to deteriorate. 	Children and Young People		
CYP022	If agencies and the community do not positively engage with young people, aspirations may remain low, and fewer young people will become involved in community/citizenship issues.	4	5	20	<ul style="list-style-type: none"> * Implementation of Children and Young People's Strategic Plan for Middlesbrough. * Middlesbrough Children and Young People's Trust operates. * Implementation of Targeted Youth Support. * PHSE Agenda. * The Citizenship and PSHE Education programmes enable young people to develop their life skills, enabling them to become more active citizens. * Establishment of Youth Council and development of Youth Forums to encourage active citizenship. * Local Democracy Week engages young people in decision-making. * Frequent communications to the community, via local media. * Youth Service, Streetscene and Safer Middlesbrough Partnership staff involved in initiatives targeted to involve young people. * Numerous activities take place in Middlesbrough Schools encouraging pupils to be involved with community issues (eg Eco Schools, Healthy Schools). * Awards won by schools for community initiatives (eg Park End Pickers won 'Green Apple Award 2007'). 	3	5	15	<ul style="list-style-type: none"> * Exploit opportunities to increase a positive image of young people via the media. * Identify further opportunities for engaging young people in community activities and decision-making. 	Children and Young People		

Risk Ref	RISK DESCRIPTION	Gross		CONTROL MEASURES (Currently in place)		Residual		Further Action(s)	Action Group Responsible	
		Probability	Impact	Score	Impact	Probability	Score			
Threats - the risk register records how we reduce the likelihood and/or impact of these risks										
CYP023	The economic downturn will impact on whole families and affect the poorest hardest, with detrimental affect on children and young people.	5	5	25	<ul style="list-style-type: none"> * Implementation of Children and Young People's Strategic Plan for Middlesbrough - with a priority to reduce child poverty. * Middlesbrough Children and Young People's Trust operates. * Children's Centres and Sure Start settings assist in ensuring families receive the benefits they are entitled to. * Ongoing initiative to increase the take-up of free school meals. * Support to families through Parenting Initiatives and implementing the Parenting Strategy. 	4	3	12	<ul style="list-style-type: none"> * Further increase the take-up of free school meals. * Work towards three-quarters of schools achieving Healthy School status by December 2009. 	Children and Young People
Opportunities - the risk register records how we strive to realise the full potential of these opportunities										
CYP024	Increased focus, in and out of school, on healthy eating and exercise will help address obesity issues.	4	5	20	<ul style="list-style-type: none"> * Implementation of Children and Young People's Strategic Plan for Middlesbrough. * Middlesbrough Children and Young People's Trust operates. * Middlesbrough School Meals ranked best in the country (Audit Commission survey) for encouraging young people to eat healthily. * Ongoing initiative to increase the take-up of free school meals. * Monitoring programme introduced in all primary schools to track obesity levels. * 96% of Middlesbrough schools are involved in the national Healthy School Programme; 66% have achieved the award. 	4	3	12	<ul style="list-style-type: none"> * Increase the opportunities for children to take part in sport. * Develop the Play Strategy and leisure and youth service strategies to provide a more comprehensive range of activities. 	Children and Young People
CYP025	Increased partnership and multi-agency working on a locality basis will increase the number of families accessing services and support.	4	3	12	<ul style="list-style-type: none"> * Middlesbrough Children and Young People's Trust operates. * Implementation of Children and Young People's Strategic Plan for Middlesbrough. * Children's Centres and Sure Start Settings are moving towards a locality-based agenda. * Families First and Family Intervention Programme. * Partnership working between health and social care provides family support. 	4	3	12	<ul style="list-style-type: none"> * Increase opportunities for multi-agency locality working through the Children's Trust. 	Children and Young People
CYP026	A focus on whole-family support/ intervention is the best way to improve well-being and prospects.	4	5	20	<ul style="list-style-type: none"> * Implementation of Children and Young People's Strategic Plan for Middlesbrough. * Middlesbrough Children and Young People's Trust operates. * Adult Education offers Family Learning programme. * Sure Start and Children's Centre activities available to families. * Alcohol reduction strategy implemented. * Increased focus of support to those with drug problems through initiatives like Families First and Family Intervention Programme. * Move towards a more locality-based agenda. * Partnership working between Health Agencies and Social Care provides family support. * Support to families through Parenting Initiatives and implementing the Parenting Strategy. 	4	3	12	<ul style="list-style-type: none"> * Increase opportunities for multi-agency locality working through the Children's Trust. 	Children and Young People

Risk Ref	RISK DESCRIPTION	Gross			CONTROL MEASURES (Currently in place)			Residual			Further Action(s)	Action Group Responsible
		Probability	Impact	Score	Probability	Impact	Score	Probability	Impact	Score		

PROMOTING ADULT HEALTH AND WELL BEING, TACKLING EXCLUSION AND PROMOTING EQUALITY

Threats - the risk register records how we reduce the likelihood and/or impact of these risks												
												current residual scores are influenced by national economic climate
H001	Investment in priority areas does not lead to improved health outcomes.	3	7	21	Robust management of programmes. Focus on value-added health outcomes. Alignment with Health and Well Being / Prevention Agenda.	2	7	14				Health and Wellbeing
H002	Change in Government may mean national priorities are different from local priorities, leading to competing demands.	3	3	9	Many local priorities reflect national priorities. Ensured priority-setting process considers relevant national priority areas. Monitoring of central Government proposals and developments.	2	3	6				Health and Wellbeing
H003	Credit crunch may result in more family breakdown, less healthy lifestyles, so more people need our services.	3	3	9		3	3	9				Health and Wellbeing
H004	People living longer means more demand for services.	4	5	20	Programme being implemented to ensure Decent Homes standard is met.	4	3	12				Health and Wellbeing
Opportunities - the risk register records how we strive to realise the full potential of these opportunities												
H005	People change life-style and become healthier, so are less reliant on services (stop smoking, stop drinking, do more exercise).	2	5	10	Strong emphasis on communicating healthy life-style message across partners. Multi-agency working with vulnerable individuals and families. A wide range of exercise and fitness activities are available.							Health and Wellbeing
H006	Advances in technology (eg new drugs/treatments) mean improved patient outcomes, and changes to health services.	2	5	10	Increased consideration of individualised care plans, especially for the long-term ill. Switch of emphasis to preventative services. Early-detection initiatives to allow patients to take early advantage of emerging treatments.							Health and Wellbeing

Risk Ref	RISK DESCRIPTION	Gross			CONTROL MEASURES (Currently in place)			Residual			Further Action(s)	Action Group Responsible
		Probability	Impact	Score	Probability	Impact	Score					

ENHANCING THE LOCAL ECONOMY

Threats - the risk register records how we reduce the likelihood and/or impact of these risks											
current residual score reduced by influence of national economic climate											
LE027	New job opportunities arise; however, local residents do not have the skills to do the jobs.	4	5	20	<ul style="list-style-type: none"> * Sector Routeways initiatives WNF-funded in operation to develop skills in readiness for future jobs. Currently the schemes cover construction and retail job sectors. * Middlesbrough Learning Partnership offer 14- to 19-year-olds specialised diplomas to enhance young people's employability. * Young people offered support and encouragement to develop digital media skills and entrepreneurial flair. * Regular contact with businesses through a variety of channels ensures raised awareness of emerging needs. * JSU produced report on sectors of employment growth - to raise awareness of trends. * Federation of Small Businesses Director chairs the Action Group, resulting in good interlinking. * Business Link monitors new businesses VAT registration and offers support. 	3	5	15	* Bring on-stream other occupations.	Enhancing the Local Economy	
LE028	Skills of residents improve; however, jobs are not available locally, therefore people move out of the area to find jobs to match skills.	4	3	12	<ul style="list-style-type: none"> * Strong links with Job Centre Plus ensure information from Local Employment Partnerships is communicated and job opportunities are advertised locally. * Use of Construction Employment Integrator model ensures contracts for new developers include clauses encouraging targeted recruiting and training. 	4	5	20		Enhancing the Local Economy	
LE029	Economic downturn means lack of investment / development, therefore planned developments do not happen or are delayed.	4	5	20	<ul style="list-style-type: none"> * Boho Zone and Digital City initiatives continue to develop despite the economic downturn. * Development of the Middlehaven site continues to move ahead. * Terrace Hill proposals for Gateway Middlehaven are progressing through the planning process. * Development of old Infirmary site is nearing completion. * Tees Valley Regeneration is a key contributor to this Action Group. 	4	5	20		Enhancing the Local Economy	
LE030	Economic downturn leads to deceleration in new house building rates due to inability of individuals to purchase homes. This impacts on housing regeneration aspirations to raise housing choices and standards and attract population.	4	5	20	<ul style="list-style-type: none"> * Monitoring of significant economic changes. * Monitoring of impact on finances and individual services through performance management reporting. * Partnership working with private sector developers and Registered Social Landlords. 	4	5	20		Enhancing the Local Economy	

Risk Ref	RISK DESCRIPTION	Gross		CONTROL MEASURES (Currently in place)	Residual		Further Action(s)	Action Group Responsible
		Probability	Score		Probability	Score		
LE031	Potential risk of increased congestion caused by increased use of motor vehicles due to successful regeneration and growth in population and car ownership.	4	5	<ul style="list-style-type: none"> * Local Transport Plan 2006-2011. * Traffic and Environmental Assessments. * School Travel Plans. * Currently, the economic recession reduces the likelihood of this risk. 	3	9		Enhancing the Local Economy
Opportunities - the risk register records how we strive to realise the full potential of these opportunities								
LE032	Perception of Middlesbrough improves due to regeneration and investment in the town.	4	4	<ul style="list-style-type: none"> * Love Middlesbrough initiative launched 2008. * Live, Learn and Work promotional DVD produced, distributed widely and publicised, which encourages 14–19-year-olds to remain, learn and work in Middlesbrough. * Key flagship developments are now visible and are changing perceptions (eg mima, Middlesbrough College). * Progression of developments at Boho Zone and Middlehaven are changing perceptions in those areas of the town. * High-profile development scheme at Middlehaven with respected national company. * Frequent positive communications to the community via the local media. * Street Wardens improve standards in the town. * Middlesbrough has good reputation for cultural activities (eg mima, Proms in the Park). * Business Forum meets monthly, shares good practice and successes, and ensures raised awareness. 			* Continue to progress the Middlehaven Plan despite economic downturn.	Enhancing the Local Economy
LE033	Major company locates to Middlesbrough, creating more jobs and opportunities.	3	5	<ul style="list-style-type: none"> * Love Middlesbrough initiative launched 2008 which raises the town's profile. * Partnership has active links with Job Centre Plus, who pass on information about new jobs in the town. * Business Link offers assistance to help new businesses get started. * Operation of Construction Employment Integrator Model raises early awareness of potential new employers and provides opportunities to discuss emerging jobs. * Established communication networks operate. * Inward Investment Team work in partnership with local businesses in support of new job opportunities and matching skills. 	0	0		Enhancing the Local Economy
LE034	HOUSING Availability of Government funding to ensure social housing meets decent standards, supports the Partnership's aspiration for housing choices and improved standards.	4	3	<ul style="list-style-type: none"> * Council's Housing Market Renewal Strategy. * Partnership working with private sector developers and Registered Social Landlords. * Ongoing consideration to ensure type, mix and range of housing meets residents' aspirations. 				Enhancing the Local Economy

Risk Ref	RISK DESCRIPTION	Gross			CONTROL MEASURES (Currently in place)			Residual			Further Action(s)	Action Group Responsible
		Probability	Impact	Score	Probability	Impact	Score					

SECURING ENVIRONMENTAL SUSTAINABILITY

Threats - the risk register records how we reduce the likelihood and/or impact of these risks											
current residual risk level influenced by national economic climate											
E035	Uncertainty in respect of Government recycling and composting targets.	5	3	15	Ensure that the new kerbside recycling contract delivers best value, flexibility and performance for the Authority.	5	2	10	Report potential financial risk of new targets at the appropriate time.	Environmental Sustainability	
E036	If people do not understand the importance of environmental issues, they will not change their behaviour.	4	5	20	Profile and awareness of environmental issues raised by education, publicity, improvement works, applications for awards.	2	5	10	Ongoing programme of Environmental Education and awareness-raising to change attitudes, with subsequent enforcement action where non-compliance is identified.	Environmental Sustainability	
E037	If a change in national or local policy leads to reduced funding, then current standards might not be maintained.	4	5	20	Funding opportunities and partnership opportunities are maximised. Financial and performance monitoring and reporting processes are in place to ensure standards are maintained or improved.	2	5	10	Regular liaison with national government agencies and strategic partners to identify future direction of funding streams.	Environmental Sustainability	
E038	Lack of an effective transport network means carbon emissions from vehicles are not reduced.	4	3	12	Continued focus on Council carbon-reduction plans. Adoption of One Planet Living Sustainable Principles Improvements to public transport being developed, including: Bid for Tees Valley Metro system Major bus bid Cycle-way Improvements.	3	3	9	This risk will be managed by working alongside the Transport Action Group.	Environmental Sustainability (supported by all theme groups)	
E039	Loss of Energy From Waste incinerator: Effect on recycling targets, additional costs, damage to vehicles accessing landfill sites taken out of service.	3	3	9	Ensure alternative arrangements are in place for waste disposal arrangements in the event of a failure at the site. Regular liaison with the Waste Management Contractor.	3	2	6	Ongoing.	Environmental Sustainability	
E040	Decrease in standards on Erimus-owned land following loss of contract.	4	3	12	Regular liaison with Erimus Housing/Vale Contract Services. Introduction of NI195 inspections on Erimus land.	3	3	9		Environmental Sustainability	
E041	Failure to implement Stewart Park Heritage Lottery project.	3	3	9	Increase project management capacity using both external and internal expertise.	2	3	6		Environmental Sustainability	
E042	Failure to effectively manage tree stock: Potential claims for death / injuries resulting from fallen trees / debris.	2	7	14	Introduction of new tree-management policy and associated tree-inspection regime.	1	7	7	Report to CMT May 2009.	Environmental Sustainability	

Risk Ref	RISK DESCRIPTION	Gross			CONTROL MEASURES (Currently in place)	Residual			Further Action(s)	Action Group Responsible
		Probability	Impact	Score		Probability	Impact	Score		
E043	High standards of safe, green, open spaces will reduce carbon emissions, improve well-being and encourage positive attitudes.	4	5	20	<p>* Green Flag awards maintained for Albert, Stewart and Pallister Parks and for Hemlington Lake.</p> <p>* Green Pennant award maintained for Stainton Quarry site - an award recognising quality green spaces managed by voluntary groups.</p> <p>* Hemlington Lake and Clean Becks campaign awarded Waterways Renaissance Awards.</p> <p>* Award-winning initiative to reduce the stray-dog population.</p> <p>* Area Care Teams raising standards across the town.</p> <p>* High levels of satisfaction with parks and open spaces.</p> <p>* Council targets for local street and environmental cleanliness exceeded for 2008/09.</p> <p>* Chewing gum litter reduction campaigns 2007 and 2008.</p> <p>* High-priority 24-hour response given to requests for removal of fly tips.</p> <p>* Centre Square provides a high-standard open space.</p> <p>* Environmental issues are high-profile in local schools.</p>	<p>Cost / funding may hinder this.</p> <p>Provide more bins right across the Borough - not just town centre.</p> <p>Consider use of offenders for environmental community works.</p>	Environmental Sustainability			
<p>Opportunities - the risk register records how we strive to realise the full potential of these opportunities</p>										

APPENDIX 4

GLOSSARY

Audit Commission	An independent public body responsible for ensuring that public money is spent economically, efficiently and effectively in the areas of local government, housing, health, criminal justice and fire and rescue services.
BME	Black and Minority Ethnic (refers to individuals or group).
Building Schools for the Future (BSF)	A Government programme that aims to rebuild or refurbish every secondary school in England, managed by local authorities. Introduced in 2005/2006, it consists of both Capital Grant and Supported Borrowing.
Business Support Simplification Programme (BSSP)	A programme which has streamlined over 3,000 publicly-funded business support schemes - including grants, subsidies and advice - into one national portfolio of up to 100. This will reduce duplication while making it easier for businesses to get the support they need.
Common Assessment Framework (CAF)	A standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met.
Decent Homes	Decent Homes are wind- and weather-tight, warm and with modern facilities. The DH standard is intended to be the minimum that no social housing should fall below; it is designed to trigger action rather than define the standard to which work should be undertaken.
Department for Work and Pensions (DWP)	The Government department responsible for benefits, pensions, child support and health and safety. It is unlikely that a person will go through their life without ever having contact with the DWP or one of their businesses, which include Jobcentre Plus, the Pension Service, the Child Support Agency and the Health and Safety Executive.
Drug Intervention Programme (DIP)	A crime-reduction initiative that provides a much-needed support structure to encourage offenders out of crime and into treatment.
Government Office	One of nine Government Offices representing ten central Government Departments in the English regions and which are the primary route for the delivery of a wide range of policies.
Index of Multiple Deprivation (IMD)	The combination of a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to others according to their level of deprivation.
Joint Strategy Unit (JSU)	The Tees Valley organisation carrying out strategic planning: in particular, the Tees Valley Structure Plan, sub-regional economic development strategy, strategic transport planning and technical support, information and forecasting service, and the management and administration of European programmes.

Learning and Skills Council	A national organisation that aims to make England better skilled and more competitive.
Local Area Agreement (LAA)	An agreement made between central and local government in a local area. Its aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government. LAAs seek to improve local performance by allowing a more flexible use of resources to achieve better outcomes and devolve responsibility. They also seek to enhance efficiency by rationalising non-mainstream funding and reduce bureaucracy to help local partners to join up and enhance community leadership.
Local Development Framework (LDF)	A document that local authorities are required to produce setting out the overall principles for new development in an area. It includes more detailed plans for specific places that are set to change, such as regeneration areas.
Local Strategic Partnership (LSP)	Introduced by the Local Government Act 2000 the LSP brings together at a local level parts of the public sectors as well as the private, business, community and voluntary sectors so that different initiatives and schemes support each other and work together. It is responsible for developing and driving the implementation of the Sustainable Community Strategy to improve the quality of life locally.
Local Transport Plan	A five-year integrated transport strategy, prepared by local authorities in partnership with the community. The plan sets out the resources predicted for delivery of the targets identified.
Middlesbrough Voluntary Development Agency (MVDA)	A local organisation that supports, promotes and develops local voluntary and community action.
Multi-Area Agreement (MAA)	A cross-boundary local area agreement (LAA). It brings together key players in flexible ways to tackle issues that are best addressed in partnership at regional and sub-regional levels.
National Indicator (NI)	A measure designed to rate progress on national priorities where they are delivered by local councils acting alone or in partnership. Councils have to select up to 35 designated targets from the list of indicators for their Local Area Agreements.
Not in Employment, Education or Training (NEET)	Government terminology referring to young people aged between 16 and 18 who are not currently engaged in employment, education or training.
Primary Care Trust (PCT)	A type of trust, part of the National Health Service in England, that provides some primary and community services or commissions them from other providers, and is involved in commissioning secondary care.
Problem Solving Group (PSG)	Groups formed to target specific problems in the community.
Prolific and Priority Offenders Scheme (PPO)	A scheme that targets the 5,000 most prolific offenders, representing 0.5% of the entire active offender population, who are estimated to commit 10% of all crimes.
Sustainable Community Strategy (SCS)	The plans which local authorities are now required to prepare for improving the economic, environmental and social well-being of local areas and by which councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.

Voluntary and Community Sector (VCS)	Also known as the voluntary sector, the third sector, the social sector or social economy.
Working Neighbourhoods Fund (WNF)	A dedicated fund for local councils and communities to develop more concentrated, concerted, community-led approaches to getting people in the most deprived areas of England back to work.
Youth Offending Service (YOS)	An organisation that supervises young people between the ages of 10 and 17 years who are the subject of Court Orders and Police Final Warnings. The aim of the YOS is to prevent offending and re-offending by young people.

**Middlesbrough Sustainable
Community Strategy
2008 - 2023**



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