

# **Evaluation of Local Strategic Partnerships**

## **Mapping approaches to integrating performance indicators across local strategic partnerships**

Case Study 1 – Middlesbrough Partnership

*September 2003*

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## **Introduction**

Middlesbrough Partnership was established as an LSP in 2001. A rigorous and thoughtful approach to performance management has been key to the development of the partnership to date. Although there remains much work to be done, there are some examples of good and/or innovative practice. Key features of Middlesbrough Partnership's approach include:

- An integrated approach to performance management that encompasses the Community Strategy, Neighbourhood Renewal Strategy and the performance of the LSP itself
- The use of the 'LSP driver', a tool based on the European Foundation for Quality Management (EFQM) excellence model, for assessing the performance of the partnership
- A mixed methodology, relying on both qualitative and quantitative data from a variety of sources
- A recognition of the significance of different timescales for performance management, with resources devoted to some longer-term evaluation work.

## **Community Engagement**

The development of an engagement framework was central to the partnership's early work. There was recognition within the partnership that before effective systems for performance management could be designed, the partnership needed to consult widely with local people to ensure that it was undertaking the right activities. The partnership drew together an advisory group comprising individuals from partner agencies with community engagement responsibilities to develop a framework for engaging the public.

The purpose of the framework is to help ensure that there is a clear understanding of and commitment to engagement throughout the partnership, to encourage the development of a co-ordinated and consistent approach throughout Middlesbrough, to facilitate high-quality engagement, and to ensure that engagement activities reach all sections of the local population and impact on decision-making and service delivery. The framework sets out key definitions, principles and rationales for engaging communities. An accompanying toolkit helps partners to think about their engagement objectives, develop a project plan, translate outcomes into policy, and chose appropriate tools and approaches.

The LSP aims to use this framework to harmonise engagement activities across agencies, amalgamating exercises wherever possible to achieve economies of scale and avoid 'consultation fatigue' amongst some communities. These developments mark a significant step forward in establishing an integrated approach to community engagement. However, true harmonisation across agencies is likely to take some time. Although the council has a well-established, systematic, approach to engagement, there is a perception that some other agencies have further progress to make before they are able to state clearly with whom they need to consult and on what.

The engagement framework was adopted in November 2001. The framework helped to focus effort on the need to consult more effectively with particular geographical and interest groups in developing the Community Strategy and informed the development of the vision, strategic priorities and actions. It is a 'living' document and will be revised periodically.

## **Development of the Community Strategy and NRS**

As a result, the Community Strategy was developed in a highly consultative fashion. A town-wide neighbourhood survey and interviews with over 5000 people were used to create a 'snapshot' of life in Middlesbrough in 2002. A plethora of other quantitative and qualitative data from a variety of sources (government agencies, partners, communities) was also gathered to inform the snapshot. Having developed a shared understanding of where they are now, the LSP identified five key priority areas – making Middlesbrough safer, improving health and care, investing in neighbourhoods, improving urban living, and creating jobs and skilful people – which again were consulted on. Five action groups were then charged with developing strategies under each of the priority areas. These multi-agency groups drew membership from across all sectors, with dedicated 'seats' for representatives from key communities.

Where existing sub-partnerships existed, the LSP considered whether these could appropriately become the thematic groups. Because of the stage at which the Statutory Crime Reduction Partnership was, it was felt appropriate to set up a sister group; however work is now underway to harmonise these structures. Similarly, it was felt that the Lifelong Learning Partnership's remit was not sufficiently wide to encompass the remit of learning, skills and jobs so a separate group was set up; attention is now turning to bringing the two groups together. On the Health and Social Care side, a partnership leading on the Health Improvement Programme and developing joint working between agencies was considered appropriate. The Chair agreed to extend membership to include other agencies and communities to reflect the LSP's wishes. New groups were established to look at Neighbourhood Renewal and Urban Renaissance.

The resulting Community Strategy sets out a long-term vision for Middlesbrough, the five key strategic themes, key priorities within these, actions, and some indicators of success. The Middlesbrough Community Strategy Draft Delivery Plan sets out in more detail how each action will be implemented, and includes action plans drawn up by each action group. Each action in the Community Strategy is set out to show who is leading it, who else is involved, when the action will start and finish, what resources are needed and what will be achieved by implementing it. At the end of each thematic section, the delivery plan sets out the impact on the Middlesbrough Partnership's six cross cutting themes – sustainable development, diversity, property, community engagement, information technology, and regional and sub-regional issues. It also sets out, in a matrix, how initiatives under each theme contribute to other plans and strategies. It is recognised that the delivery plan will change over time as it develops and as further issues are integrated into the Community Strategy.

The Neighbourhood Renewal Strategy is completely linked into the Community Strategy – the NRS constituting the ‘investing in neighbourhoods’ section of the Community Strategy. The LNRS is intended to be a neighbourhood based reflection on the town-wide community strategy. It is not intended to capture every action impacting on or taking place in priority neighbourhoods, but its focus is on developing the infrastructure and skills to enable neighbourhood renewal to take place. For example, the development of neighbourhood management pilots, neighbourhood plans and the local learning plan are the sorts of actions in this section. The two strategies have been developed side by side, a process that has worked well, despite some concerns about holding the NRS back a little so the two could be developed in tandem.

A number of key factors are thought to have helped the LSP in developing the strategies. The fact that partner agencies support the LSP with cash contributions was regarded as significant in building commitment and encouraging positive and proactive behaviours amongst partners. A history of strong relationships and effective partnership working in Middlesbrough was also thought to be key. The commitment of the most senior personnel to attend LSP meetings was also considered important. This is reflected in partners’ active participation in performance management workshops (self-assessments and action planning). Some partners have also shown considerable willingness to explore how they can align their performance management frameworks within the LSP.

## **Performance Managing the Strategies**

The corporate information team in the Council has taken the lead in developing performance indicators, collecting and assimilating data, reporting and evaluating performance. The extensive community engagement process that took place to inform the development of the Community Strategy also helped clarify which indicators should be used. It was clear, for example, that residents were keen for fear of crime to be measured as well as the actual crime rate, as there were concerns about the level of presence that the police were able to provide on the streets in some neighbourhoods.

The precise indicators have yet to be confirmed. Those set out in the Community Strategy Delivery Plan need to be agreed by the partnership board. However, it would be reasonable to assume that the number will be around 40. In developing and selecting indicators, the starting point was indicator sets developed by national organisations in conjunction with local authorities – e.g. quality of life and CLIP. Definitions and data sets already exist for these indicators and the Council’s corporate information team can therefore compare local against national performance for many of these indicators.

Existing indicator sets were augmented by new locally developed ones – for example ‘satisfaction with the design quality of the local environment’. Some of these new indicators are quite high level at present, and require considerable further work to unpack them and

agree suitable definitions. Measurable targets and milestones and new systems for data collection also need to be developed for some indicators. It is hoped that a final set of indicators will be available for approval at the Middlesbrough Partnership Board in July 2003.

It is recognised that the development of local performance indicators will also involve the collection of baseline data to provide information on the current situation in Middlesbrough, with regard to the issues highlighted in the Community Strategy. Where possible, the partnership is hoping to obtain trend data, so that this can be used to track changes over time. Contextual data is also being collected as part of this process. Only by combining data gathered under the themes of the Community Strategy with contextual data such as population, age and household numbers can suitable indicators be identified.

In many instances, a number of different actions contribute to the achievement of a particular indicator. In the delivery plan a named agency is assigned lead responsibility for each action. Action groups are responsible for ensuring improved performance against indicators and targets. The Middlesbrough Partnership is developing an informal mechanism whereby, through the Chair, problems in securing gains identified in the Community Strategy can be aired and shared by lead agencies or action group chairs. It is hoped that this will help the LSP to hold partners to account to deliver on priorities they have signed up to in the Community Strategy (as far as this is possible in the non-statutory environment of a LSP).

Currently, about two thirds of data collected is drawn from operational statistics collected by individual agencies and a third comes from a comprehensive survey carried out by the Council. This survey, which collects both 'hard' and 'soft' data, is being repeated in the summer of this year and will reach 8100 households. The data is all collected at neighbourhood level, with town-wide comparisons, and according to different timescales depending on the dataset. Much of it is available monthly (claimant unemployment, crime rates), other datasets are available annually (e.g. exam results, school leaver destination data), while the Middlesbrough neighbourhood survey takes place every two years. The Partnership Evaluation project regularly reports progress to the partnership board against indicators at neighbourhood level, so that the partnership is able to monitor change over time and direct its resources accordingly.

Over time, it is hoped that Middlesbrough can develop a comprehensive, integrated database, which holds all the key data for Middlesbrough and can be disaggregated by neighbourhood. (Middlesbrough is currently working on a project with ODPM to develop a template to help LSPs to use ICT to share data across partner agencies.) This will take some time, and is likely to involve exploring where the data is currently held, ensuring the data is accessible, and developing a legal protocol for sharing information. Although this work presents technical and legal challenges, it is the cultural challenge that is regarded as the greatest. Agencies need to be encouraged to believe that local people and their own particular organisations will benefit from giving up control over data.

Current progress towards integrated performance management data varies considerably across the five thematic areas. In the area of crime and safety, significant progress has been made. Protocols have been signed covering the sharing of information and, on a weekly basis, the police supply the Corporate Information team with a disk containing crime data for the whole of Middlesbrough, disaggregated by type of crime and location. This data is used alongside the Council's own data on anti-social behaviour in a weekly meeting with the Mayor, senior police officers, and officials from the Council. The availability of this data has resulted in real change on the ground. It has enabled the 93 street wardens to adjust their activities from week to week in response to the latest available information. In the past year, Middlesbrough has reduced crime by 25%, with this new system considered to be a significant contributing factor in this success. Progress towards integrated performance management in the area of crime and disorder has been attributed to the personal commitment of the elected Mayor, who is a former Head of Middlesbrough CID, and to the priority accorded to this area by LSP partners.

Middlesbrough is keen to extend this system to other areas – with the next priority most likely to be employment related services. Unemployment is a key issue in the town. There are a number of different organisations that provide support such as training or job-search. The partnership has funded a post that will aim to develop data-sharing protocols, and arrangements for information-exchange, to enable all of them to have a clearer understanding of the needs of individuals, and to be able to target resources accordingly.

There is a perception that some areas may be harder to integrate. Concerns about sharing information and pressure from central government to meet national rather than local targets are thought to make progress in health particularly difficult. However, it is hoped that post-Climbie initiatives to better integrate information about children in the areas of health, education, and social services will help to move this agenda forward.

In addition to the activities outlined above, a new longitudinal evaluative study is being carried out. The aim of the study is to explore quality of life in Middlesbrough and to try to unpack how and why this is changing over time. The study will focus on change, as well as citizens' perceptions of change. Interviewers will visit a representative sample of households across Middlesbrough and use semi-structured interview protocols to explore the issues. The longitudinal study is funded by the Middlesbrough Partnership using the Neighbourhood Renewal Fund. Early findings are showing that the statistical profile of the town is reflected in people's perceptions of their neighbourhoods. One finding that the partnership will need to consider is the appreciation that people have for the work that is taking place to reduce crime and anti-social behaviour, but in some cases a lack of clarity between the functions of the police, and those of the council's street wardens.

## **Performance Managing the LSP**

Middlesbrough Partnership and BQC Performance Management Ltd have developed a performance management tool for LSPs. This tool, the LSP Driver, is designed to enable

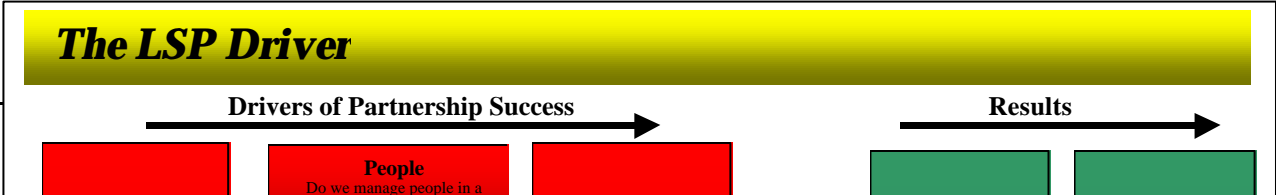
LSPs to work with partners inside local strategic partnerships (e.g. project teams, cross-functional improvement teams) and outside it (e.g. joint delivery arrangements to the customer) to conduct a structured self-assessment of the success and/or the potential success of the partnership and to identify areas for improvement. It is now being marketed for sale to other partnerships across the country. The key benefits of the Driver include:

- The development of the LSP Driver as a tool enabling partners from all sectors to engage in self assessments and action planning, through a structured and externally facilitated process
- The Driver is based on an intentionally renowned model, the EFQM, which is used extensively in the public and private sectors of the UK.

The EFQM Excellence Model was chosen as there was felt to be a good fit between EFQM headings (leadership, policy and strategy, people, partnerships and resources, and processes) and the LSP accreditation criteria. EFQM had already been successfully used in the council – where an open and inclusive process had been developed around the model to engage staff in identifying strengths and weakness and areas for improvement.

A draft of the LSP Driver has been used twice by the Middlesbrough Partnership during accreditation processes. An independently facilitated full day workshop for all partners was used to work through the model. This work has proved particularly successful, not only in exploring current performance and identifying areas and actions for improvement, but also in less tangible ways. There is a strong sense that the process of jointly working through the model has helped to create trust and facilitate learning amongst partners. It helped to clarify mutual roles and expectations and to create an environment where problems can be discussed in an open and constructive manner. The Driver is thought to be particularly useful as it allows performance to be tracked over time.

The diagram below gives an overview of the framework; this is followed by an extract from the driver showing the questions under one of the main categories, which partners work through in a facilitated workshop.





(An example of what is covered by LSP members in facilitated workshops – one of the key performance criteria of the EFQM model)

**Leadership: do we provide effective leadership for ensuring the success of our partnership?**



	Level 5	Level 4	Level 3	Level 2	Level 1
1.1 Do we meet appropriately/regularly with stakeholders and listen and respond to their needs and expectations?					
1.2 Have we been involved in developing jointly shared values for the partnership?					
1.3 Are leaders across the LSP involved in communicating and reinforcing the partnership aims and values?					
1.4 Is clear leadership accountability for results and outcomes of the Partnership's work assigned and accepted?					
1.5 Do partners show trust in each other to take action/decisions on each other's behalf and in the Partnership's interest?		_____			
1.6 Have we created an environment in which both our people and external stakeholders who are working with us have become <u>appropriately</u> involved with us in achieving our objectives?	_____				
1.7 Does leadership style actively encourage and value participation of all partners?					
1.8 Do we stimulate innovative and creative thinking in dealings with our people and the other stakeholders?					

1.9	Do we empower people to take decisions at an appropriate level?						
1.10	Do we effectively motivate individuals and teams and personally provide recognition?						
1.11	Do we provide the management systems to enable our people to deliver the aims of the partnership?						

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## Challenges for the future

Middlesbrough Partnership recognises that performance management of the LSP, Community Strategy, and Neighbourhood Renewal Strategy need to be integrated, as all three strands of activity are key to ensuring good outcomes for local people. However, there is recognition that performance management may be easier in some areas than in others. It might be fairly straightforward, for example, to evaluate the LSP's impact in the area of Neighbourhood Renewal, where one can identify specific projects or actions that might not have been undertaken otherwise. Identifying and assessing the impact of the LSP on mainstream service delivery is likely to be harder, and in many cases this will rely on partner perceptions explored through the LSP Driver.

In moving forward, continuing work is needed to ensure that all agencies are fully signed up to the Community Strategy and the indicators and targets set out in this. The progress of the action groups has been variable, and some groups need to undertake more work to develop or further refine their action plans and indicators.

Harmonising partner agencies' performance management systems will be an on-going challenge. The aim is to achieve a good fit between the Community Strategy and all partner agency plans over the next three years. In the Council, attempts are being made to incorporate the Community Strategy targets into the Council's Best Value Improvement Plan. This will ensure that heads of service are held personally accountable for performance. In the LSP, where the process of ensuring good performance is more complex, efforts will continue to be needed to develop and strengthen peer accountability for results.

There is a commitment to establishing effective systems for communicating LSP performance information to local people. It is hoped that the website can be further developed to display all relevant information about each local area. An annual report to citizens that might be produced in leaflet form and/or published in the local papers is also being considered.

## Sources

This case study is based on interviews with Rob Mitchell, Partnership Manager and John Carling, Corporate Information Manager, Middlesbrough Council. In addition, it draws on a number of key documents, including Middlesbrough's Community Strategy, Community Strategy Delivery Plan, the Partnership's LSP Driver, and Engagement Framework.

## **Further Information**

For further information about Middlesbrough Partnership's approach to performance management contact:

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Partnership Manager  
Middlesbrough Partnership

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Additional information about Middlesbrough Partnership can also be found on their website  
[www.middlesbroughpartnership.org.uk](http://www.middlesbroughpartnership.org.uk)

## Appendix 1 – Performance Indicators

### Making Middlesbrough Safer

The following have been identified as problems to be tackled by the Partnership:

- House burglary rate three times the national average
- Vehicle crime rate twice the Tees Valley average
- Tackling drug related activity, especially among young people, is the main priority of Middlesbrough residents
- Incidents of anti-social behaviour are a key concern for residents, and are more of a problem in Middlesbrough than across the country generally
- Residents in Middlesbrough feel less safe than people living in other parts of the country
- Domestic violence is a concern for many residents and organisations operating in Middlesbrough

Community Strategy Target	Indicators	Existing PIs	Delivery Plan	Information source
Levels of, and the involvement of young people in, house burglary and vehicle crime will fall	Proportions of people under 16/18/25 years arrested/cautioned/charged with house burglary and vehicle crime	BV126 Domestic burglaries per 1000 households BV128 Vehicle crimes per 1000 population QoL 16 Crimes committed per 1000 households a) domestic burglaries c) vehicle crimes	MS2 MS3 MS8 NR1	Recorded crime data YOT Probation service
The number of people under 25 using illegal drugs will fall	Numbers of people under 25 registered with drug treatment programmes per 1000 population under 25	Proportion of people under the age of 25 reporting the use of class A drugs LIB081 Number of pupils permanently excluded from LEA maintained schools as a result of drugs related incidents, per 1000 pupils	MS4 NR1	Young persons' survey Police recorded crime data YOT Drug treatment providers

The rate of anti-social behaviour will reduce	Number of reports of different kinds of anti social behaviour (% change)	QoL17 The percentage of respondents who are concerned with different types of noise in their area CLIP 19 Public concern over noise	MS2	Local survey Police incident data Wardens ASBO's Action groups
Fear of crime will reduce	Proportion of people who report feeling safe when home alone at night. Percentage of respondents who feel their neighbourhood is safe. Proportion of respondents who feel safe walking alone at night. Proportion of respondents who fear becoming a victim of crime. Qualitative indicators of perceived 'unsafe' areas of Middlesbrough	QoL 15a Percentage of residents surveyed who feel "fairly safe" or "very safe" after dark whilst outside in the local authority area QoL 15b Percentage of residents surveyed who feel "fairly safe" or "very safe" during the day whilst outside in the local authority area CLIP 21 Percentage of respondents feeling unsafe or worried about forms of crime ■ How safe do you feel walking alone in this area after dark? ■ How worried are you about having your home broken into and something stolen? ■ How worried are you about being mugged and robbed?	MS5 UL2	Neighbourhood/Voiceover Survey
We will establish a mechanism for measuring levels of domestic violence, and use it to help reduce incidences of domestic violence	Number of referrals/admissions to refuges Number of child protection cases where DV is an issue Numbers of incidents of DV reported to the police	BV 176 The number of domestic violence refuge places per 10,000 population, which are provided or supported by the authority	MS7	Police incident and recorded crime data Social services Relate

### **Creating Jobs and Skilful people**

The following have been identified as problems to be tackled by the Partnership:

- One third of the population of working age do not have a job. This is a quarter higher than the national average, and in the worst affected neighbourhoods over twice as high
- Joblessness in neighbourhoods where there is a high proportion of people from black and minority ethnic groups is especially high
- Good GCSE attainment at Middlesbrough schools is about one third lower than the national average
- The proportion of Middlesbrough school leavers in year 2000 who were not in further education or employment six months after leaving school was nearly twice the national average
- Four fifths of people say they have IT/Computer skills below what they would need to help them get a job
- Almost a third of Middlesbrough people have below average literacy and numeracy skills
- Unauthorised absence levels in secondary schools are over one third higher than the national average

Community Strategy Target	Indicators	Existing PIs	Delivery Plan	Information source
The gap between Middlesbrough's jobless rate and the rate for Britain will narrow	Proportion of people in employment Claimant count No. of vacancies Skills match in those areas	QoL1 The proportion of people of working age in employment. QoL2 Proportion of people claiming unemployment benefit who have been out of work for more than a year QoL 3 Proportion of young people (18-24 year olds) in full-time education or employment	JS4 JS6 JS7A JS7B JS8 JS9 JS11 JS13 JS14 JS15 JS16	NOMIS JSU Employment service
The gap between the joblessness rate in areas where there is a high proportion of people from black and minority ethnic groups and the rate for Middlesbrough will narrow	Claimant count with ethnic coding The joblessness rate in neighbourhoods with high proportions of black and minority ethnic groups	Percentage of respondents who are unemployed who live in neighbourhoods with high proportions of BME groups Percentage of BME respondents who are unemployed	JS4 JS13 JS7A JS7B JS15 JS16	JSU Benefits Agency Neighbourhood survey

<p>More pupils will gain five or more good GCSE passes</p>	<p>Value added measure – proportion of pupils achieving progress between key stage 2 and GCSE. Proportion of pupils from priority neighbourhoods gaining 5 or more GCSE at Total point score at GCSE GCSE attainment by prior attainment band GCSE attainment by free school meal band</p>	<p>BV037 Average GCSE point score for LEA school pupils completing year 11. BV038 Percentage of 15-year-old pupils in council schools achieving 5 or more GCSEs, grade A*-C. BVPI 39 1 or more GCSE G and above or equivalent QoL9a The proportion of 19 year olds with level 2 qualifications (5 or more GCSE's at grades A*-C or NVQ equivalent)</p>	<p>JS3 JS7B JS8 JS14 NR1</p>	<p>LEA (&amp; pupil perception survey) JSU Ofsted</p>
<p>The proportion of school leavers entering training, further and higher education and work will rise</p>	<p>Destination of 16yr old school leavers The % of school leavers who are still unemployed 6 months after leaving school Percentage of 17-19 year olds making successful applications to HE institutions (ward)</p>	<p>QoL3 The proportion of young people in full-time education or in employment.</p>	<p>JS2 JS3 JS4 JS6 JS7A JS8 JS13 NR7</p>	<p>www.statistics/lfis Data from 1998 &amp; 2000 (Brian Robson)</p>

<p>The proportion of people with good literacy, numeracy and IT skills will increase</p>	<p>Proportion of people who have difficulty with basic reading/writing/maths          Proportion of people with ICT skills to defined level          Numbers enrolling on facilities aimed at improving these skills, levels of courses taken          Subsequent employment found</p>	<p>BV 181 Percentage of 14-year old pupils in schools maintained by the authority achieving Level 5 or above in the Key Stage 3 test in:          a) English          b) Mathematics          c) Science          d) ICT assessment</p>	<p>JS2          JS3          JS6          JS7A          JS13          JS14          NR7</p>	<p>LSC          Local survey          Adult education providers          National/European surveys?</p>
<p>Absence levels in school will fall</p>	<p>Pupil perception of school may be used to provide indication of satisfaction with school          Number of half/days lost due to exclusion (fixed-term and permanent)          Number of pupils excluded (fixed-term and permanent)          Pupil turnover per year as a percentage of pupils in a school          The number of pupils present within the first five minutes of lesson time          Number of pupils eating lunch in the dining hall</p>	<p>BV045 Percentage of half days missed due to unauthorised absence in secondary schools maintained by the LEA.          BV046 Percentage of half days missed due to unauthorised absence in primary schools maintained by the LEA</p>	<p>MS2          JS3          JS6          JS8          JS12          NR1</p>	<p>LEA (Pupil perception survey)          JSU</p>



### **Investing in our Neighbourhoods**

The following have been identified as problems to be tackled by the Partnership:

- The greatest concern for young people in Middlesbrough is lack of things for them to do in the evening
- Only five out of ten electors in Middlesbrough voted in the 2001 general election, compared to six out of ten nationally
- One third of the population of working age do not have a job. This is a quarter higher than the national rate, and in the worst-affected neighbourhoods over twice as high
- GCSE attainment is significantly lower in the priority neighbourhoods than across Middlesbrough
- Almost three quarters of children in priority neighbourhoods are in low income households, rising to over four fifths in Beechwood and Park End. This compares with half of children across Middlesbrough and one third nationally
- The overall crime rate in our priority neighbourhoods is two and a half times the national average, with neighbourhoods around the town centre and North Ormesby being worst affected
- Middlesbrough's priority neighbourhoods have nearly twice the proportion of people dying from coronary heart disease than the national average. It is two and a half times as high in Brambles Farm and Thorntree
- The rate of conceptions per 1000 girls aged 15-17 is twice the national average in our priority neighbourhoods; for example, 1 in 7 girls aged 15-17 Park End affected

Community Strategy Target	Indicators	Existing PIs	Delivery Plan	Information source
More people will feel engaged in the decision-making process, and more will vote in elections		QoL 23 Percentage of adults surveyed who feel they can influence decisions affecting their local area COM15 Percentage of electoral registration forms returned COM16 -Percentage turnout for local elections COM17 -Proportion of young people (aged 18-25) who voted at the last election (local or general) COM24 -Percentage of residents who feel that the council takes notice of its residents' views COM25 -Percentage of people surveyed who feel that the council is very good or excellent at involving the public in the decision making process. BVPI 6 The percentage turnout for local elections BVPI 7 The percentage of electoral registration form A's returned CLIP 22 Social Participation CLIP 23 Community well being	UL10	Electoral registration Exit polls Neighbourhood/Voice over surveys

<p>The gap between Middlesbrough's joblessness rate and the rate for Britain will narrow</p>	<p>Claimant count</p>	<p>QoL 1 Proportion of people of working age in employment                      QoL2 Proportion of people claiming unemployment benefit who have been out of work for more than a year                      QoL 3 Proportion of young people (18-24 year olds) in full-time education or employment</p>	<p>JS4                      JS6                      JS7A                      JS7B                      JS8                      JS9                      JS11                      JS13                      JS15                      JS16</p>	<p>JSU                      NOMIS</p>
<p>More pupils in priority neighbourhoods will gain five or more good GCSE passes</p>	<p>Average GCSE point score for LEA school pupils completing year 11                      Percentage of 15 year old pupils in schools maintained by the local authority achieving 5 or more GCSEs at grades A*-G or equivalent                      Value added measure of progress</p>	<p>QoL 9b Percentage of 15 year old pupils in schools maintained by the local authority achieving 5 or more GCSEs at grades A*-C or equivalent = BVPI 38                      BVPI 39 Percentage of 15 year old pupils in schools maintained by the local authority achieving 5 GCSEs or equivalent at grades A*-G including English and Maths</p>	<p>JS3                      JS8                      JS13                      JS14                      NR1</p>	<p>LEA/JSU</p>

Fewer children in the priority neighbourhoods will live in low income households		<p>QoL 8 Proportion of children under 16 who live in low income households</p> <p>QoL 6 Proportion of the population who live in wards that rank within the most deprived 10% and/or 25% of wards in the country</p> <p>QoL 7 Proportion of population working age who are claiming key benefits</p>	<p>JS4</p> <p>JS7B</p> <p>JS11</p> <p>JS14</p>	IMD Child poverty index
The crime rate will be lower	<p>Total crime per 1000 population</p> <p>Difference in the number of crimes recorded in same period in subsequent year</p>	<p>QoL 16 Crimes committed per 1000 households</p> <p>a) Domestic burglaries</p> <p>b) Violent offences</p> <p>c) Vehicle crimes</p>	<p>MS5</p> <p>MS6</p> <p>MS8</p>	Recorded crime data Home Office
More people will have healthier lifestyles	<p>Proportion of people eating fresh fruit and vegetables regularly</p> <p>Proportion of people taking exercise regularly</p>	The reduction in gaps between neighbourhoods in life expectancy	<p>UL5</p> <p>HC2</p> <p>HC3</p>	Local survey Deaths from selected causes (related to lifestyle) from ONS Vital statistics

The teenage conception rate will fall		QoL12 Conceptions among girls aged between 15 –17 BV 197 Change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	HC6 HC7	Health Authority or PCT
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### Improving Urban Living

The following have been identified as problems to be tackled by the Partnership:

- The population of Middlesbrough is falling
- Residents' key environmental concerns are litter, rubbish, fly-tipping, traffic problems and a lack of good children's play areas
- Gross Domestic Product per head of population is lower than the national average
- Middlesbrough's town centre is the 37<sup>th</sup> most popular town centre for retail in the country
- Pubs and clubs in Middlesbrough are popular and well-used; other leisure facilities are less popular, and many people would like to see a wider range of leisure facilities
- Concern exists about the ease of access to jobs, leisure facilities and other locations using the existing transport infrastructure
- The Partnership also wishes to work with national organisations to develop an indicator relating to satisfaction with the quality of building design in Middlesbrough, and of the public realm

Community Strategy Target	Indicators	Existing PIs	Delivery Plan	Information source
The population will stabilise and, in the longer term, increase	Percentage change in population	QoL 18 Percentage of residents surveyed satisfied with their local area as a place to live QoL 19 Percentage of local residents surveyed who consider their local area is getting worse QoL 13 Affordable housing (house price/ earnings affordability ratio)	UL6	ONS population estimates
Residents concerns about litter, rubbish, fly-tipping and traffic problems will reduce	Number of reports/ proportion of residents (difference by year) of fly tipping, abandoned vehicles, rubbish, traffic, litter		MS2	Local survey Operational data Tidy Britain index?
Gross Domestic Product per head of population will rise	Percentage change in the GDP per head of population	QoL 4 Percentage increase or decrease in the total number of VAT registered businesses in the area QoL 5 Percentage increase or decrease in the number of local jobs	JS9 UL13	Joint Strategy Unit Annual Employment Survey -Annual Business Inquiry

Middlesbrough's position in the retail hierarchy will rise	Average number of visitors to Middlesbrough's shopping areas Foot fall per sqm of retail space	Sales per head of population Footfall of people entering and leaving shopping centres	UL13	Town Centre Company
The demographic profile of people who use leisure facilities will be widened, and the range of leisure facilities will be extended	Proportion of users of facilities with demographic characteristics Types of leisure services available Demographic characteristics of people who have a leisure link card	BV 170a visits to/usages of museums and galleries per 1000 population BV 170b the number of those visits that were in person per 1000 population	UL4 UL12	User surveys Local surveys Local operational data Leisure link card
Increase levels of satisfaction with the transport infrastructure	Proportion of people satisfied with various elements of local transport	BV 103 The % of respondents satisfied with local provision of public transport information BV 104 The % of respondents satisfied with the local bus service	JS11 UL4 UL5	Local surveys

<p>An indicator will be developed by summer 2004 to measure satisfaction with design quality and the public realm</p>	<p>Respondents favourite building in Middlesbrough.          Level of satisfaction with neighbourhood areas          Number of void properties          Respondents satisfaction with the area in which they live          Level of satisfaction with local services and facilities          Respondents who feel their neighbourhood has improved/ got worse over the last year          No. of listed buildings          Ecological buildings</p>	<p>No of void properties</p>	<p>MS6          MS8          UL2          UL4          UL9          UL10          UL11</p>	<p>Citizens' panel and surveys          Planning department</p>
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### Improving health and care

The following have been identified as problems to be tackled by the Partnership:

- There are serious health problems in Middlesbrough. The proportions of people dying each year from lung cancer, coronary heart disease, liver disease and heart attacks is much higher than the national average, with particularly high levels of lung cancer and heart attacks
- The mental health needs of a third of the Middlesbrough wards is more than 50% above the national average
- One in twenty five adults in Middlesbrough has a serious alcohol problem
- 1 in 4 people eats fried food every day and only 1 in 5 eats fruit every day
- 1 in 6 people live in homes suffering from dampness
- The rate of conceptions per 1000 girls aged 15-17 is twice the national average in our priority neighbourhoods

- Tackling drug related activity, especially amongst young people, is the main priority of Middlesbrough residents
- The infant mortality rate in Middlesbrough is similar to the national average but still too high
- Although infant mortality is little different to the national rate, the Partnership wishes to take steps to reduce it to a lower level

Community Strategy Target	Indicators	Existing PIs	Delivery Plan	Information source
Death rates from the various causes (cancers, coronary heart disease, liver disease, heart attacks) will reduce in the longer term	Proportion of total deaths that are due to various causes SMR Survival rate for cancers	QoL 10 Death rate by cause (standardised mortality rate per 100,000 population in the following categories): ■cancer in under 75's ■circulatory diseases in under 75's ■suicide and undetermined injury - all ages ■all accidents - all ages	HC8	ONS vital statistics JSU PCT Cancer database
Mental health needs will fall	Percentage of the population suffering from depression/anxiety/psychoses	Change in the number of people suffering from mental illness	HC8 HC11	Health authority/ PCT Mental health index

Alcohol misuse will be reduced	Number of offenders who have alcohol as a related factor (difference by year)	LIB007 The percentage of road traffic accidents involving death or personal injury in which at least one driver tested positive for alcohol.	MS2 HC14	Health authority/PCT Police
The proportion of people who smoke will fall	Percentage of population who smoke from resident lifestyle survey		HC3	Local surveys
The proportion of people who eat fresh fruit and vegetables regularly, and who regularly take exercise, will rise	Proportion of respondents eating 5 portions of fresh fruit and vegetables daily	Proportion of respondents who take regular exercise	HC2	Local survey
The proportion of properties suffering from dampness will fall			HC4	House condition survey

The teenage conception rate will fall		QoL 12 Number of conceptions among girls aged less than 18 years	HC6 HC7	Health Authority or PCT
The number of people under 25 using illegal drugs will fall			MS4 HC14	
Infant mortality will fall	Rate of infant deaths per 1000 population Rate of low birth weight	QoL 11 Infant mortality (number of deaths of infants under a year old and number of stillbirths - per 1,000 live births)		ONS Vital statistics