

## Introduction

The Redcar and Cleveland Partnership has always believed that working in partnership is the key to improving outcomes for local people.

With over 40 member organisations, we not only have an inclusive partnership, but one which is mature and strong, where the Borough's challenges and opportunities are debated and innovative projects are born. Since this Partnership (also known as the Local Strategic Partnership or LSP) was formed in 1998, many hundreds of projects have been created using Government funding and partners' own money, to help turn the Borough around.

Significant improvements have been made in the areas of health, crime, jobs and the environment, many of which are the result of the work of the Redcar & Cleveland Partnership. However, although we have made some great strides in recent years, we still face significant challenges and cannot be complacent:

- Our unemployment rate had fallen to below 3.5%, but as a result of the recession it has risen to about 6.1%
- Employment in industry and manufacturing fell by around 9,000 between 1991 and 2007 but our Economic Regeneration Masterplan will lever in £4.5 billion of investment. This will position us well to secure over 14,000 jobs over the next 15 years, including in new, low carbon growth areas
- GCSE results continue to improve. Provisional results for 2010 are the best ever and for the first time we have met national performance for students achieving five or more A\* to C grades including English and Maths
- The health of the Borough's population is improving. We have exceeded national targets for reducing the gap in life expectancy between those areas with the worst health and deprivation and the population as a whole for men, and have almost met them for women. However, there remains a lot to do to address lifestyle factors such as smoking, drinking and obesity.

- Crime rates fell to their lowest level for 10 years, but there are localised problems, with some areas of the borough that have twice the national average crime rate.
- Incidents of ASB have decreased by 14.4% over the last year although we continue to see peaks during the school summer holidays
- Offences of criminal damage have decreased by 26%, but still accounts for a quarter of overall crime in the Borough.
- We have an aging population – it is estimated that the population aged over 50 will increase by 20% between 2008 and 2025. This has major implications for how all public, private and third sector services are developed and delivered.
- We possess high quality environments including 12km of nationally recognised Heritage Coast and a significant part of the North Yorkshire Moors National Park, yet we are one of the highest emitters of greenhouse gas emissions nationally.

Despite the challenges we face, the spirit of partnership working in Redcar and Cleveland continues, and we are committed to emerging from these uncertain times stronger and more focussed to serve local people in ever more creative and effective ways.

## **A Better Focus for a Better Borough**

Our current [Sustainable Community Strategy](#), entitled Building a Better Borough, was published in 2008. It is the key strategic planning document for the Redcar and Cleveland Partnership and also has a strong influence over the priorities and direction of public service providers in the Borough. The Strategy sets out our vision for how life will be in Redcar and Cleveland in 2021, and how we intend to get there. It has helped ensure we have a mature and focussed Partnership where agencies act individually and collaboratively for the benefit of the Borough.

Although our long term priorities have not changed, we recognise that if we are to continue to improve outcomes for local people, we need to be more tightly focussed on tackling the issues that matter most in the Borough, ensuring our resources are targeted where they are most needed. The Partnership has therefore developed this Statement of Priorities to clearly identify the most critical challenges for the Borough in the medium term (over the next five years) and to set out how we are tackling them.

This Statement of Priorities will complement and support the SCS, rather than replace it. It will be our main strategic and operational focus in the medium term. The SCS will continue to be our road map to achieving our long term vision, ensuring that the LSP does not lose sight of the wider issues that we still need to address together.

The Statement sets out the outcomes we want to achieve collaboratively, together with a small number of objectives which state what we will do to achieve them. It also includes details of the key plans, strategies and initiatives that will contribute to achieving these priority objectives. A small number of performance indicators have been identified to ensure that we are effective and efficient in delivering our priorities. The Statement will be reviewed annually to ensure that the LSP is able to respond to any emerging significant issues.

In identifying our top priorities, we have taken many things into consideration – the views of a wide range of stakeholders including partners, local people and Elected Members; statistics about the local area, and information about how we have performed over the last two years. We have also taken into account the rapidly changing social and political landscape.

## **Links to the Local Development Framework**

The Council is currently preparing its Local Development Framework (LDF) to set out the long term spatial planning strategy for the Borough (outside the North York Moors National Park). The LDF is the statutory development plan for the Borough, and it provides the overarching spatial element for the Sustainable Community Strategy and the Statement of Priorities.

The Core Strategy and Development Policies Development Plan Documents (DPDs) were adopted in 2007, and was developed in synergy with the Sustainable Community Strategy. The Communities and Economy DPD is now being developed to set out site specific proposals and detailed policies, and will take into account the Statement of Priorities. This will ensure that the LDF continues to make a significant contribution to achieving our outcomes.

## **Underpinning Principles**

The Statement of Priorities is underpinned by the following principles:

## **Working differently**

The Public Sector is facing unprecedented cuts but in uncertain economic times, the demand for the services we provide is likely to rise. This means we need to do more for less, and working in partnership will be key to minimising the impact of cuts on our citizens and communities.

As a consequence, the role of the Partnership has gone beyond that of improving outcomes for local people. Achieving efficiencies and value for money is now of equal importance. We need to think differently about how we tackle the big issues in our Borough, and deliver the outcomes set out in this Statement. We need to change the way we work and cross thematic and organisational boundaries to share skills, knowledge and resources. We also need to work collectively to identify the individuals and families with the greatest, most complex needs, and develop radically different approaches to meeting their needs.

The Partnership is already responding proactively to these challenges. Our approach to Neighbourhood Management is revolutionising the way in which we deliver services at a local level through co-ordinated, locally-focussed partnership activity. Neighbourhood plans will soon be in place for all our neighbourhoods. These have been developed through extensive engagement with residents to identify the local priorities for targeted, collective action. Neighbourhood management is already helping us to deliver more responsive services that meet the diverse needs of different communities, and to improve outcomes for local people.

The Council has also recognised the importance of partnership working by including 'Improving Outcomes through Partnership' as one of its top five business improvement projects. A Total Place Group has also been established to bring together senior managers from major public service providers in the borough. Chaired by the Council's Chief Executive, the group has identified a ten point plan of action to focus on. The Group will also pave the way for us to manage "Community Budgets".in 2013/14, which, it is envisaged, will pool budgets for local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication and waste.

All of this has significant implications for the Partnership moving forward. We are now embarking on a fundamental review of the Partnership to ensure we are fit for

purpose and in a strong position to be able to deliver the priorities that are set out within this Statement. It is anticipated that the review will be completed in Summer 2011.

### **Eradicating Child Poverty**

Over 7,500 children in Redcar & Cleveland live in poverty (2008, as defined by NI 116). Research shows children who grow up in poverty are much more likely to under achieve in school, be workless, be victims of crime including domestic violence, commit crime and anti-social behaviour, and experience ill health. People who are subject to these negative experiences are less likely to make a positive contribution to society and experience economic well-being.

The Redcar and Cleveland Partnership is fully committed to eradicating child poverty by 2020, and the priorities contained within this Statement have been designed to make a significant contribution to achieving this. They also support those children and young people with the greatest need who live in low income households. In addition, we are developing our Child Poverty Strategy in line with the statutory requirement, and will ensure that there is synergy and co-ordination between the Strategy and the Statement of Priorities.

### **Equality and Fairness**

The Redcar and Cleveland Partnership places equality, fairness and good relations at the heart of everything we do. We have already made a great deal of progress towards making Redcar and Cleveland a fairer and more inclusive place to live, work and visit, but there is still much more we can do.

The outcomes and priorities in this Statement will help us to ensure that people are protected from unfair treatment and disadvantage, and remove barriers that prevent people from accessing services, progressing and achieving in life. They will also help us to work with local people to build strong positive relationships between and within communities.

The Equality Act 2010 protects people on the grounds of the following “protected characteristics”:

- Age
- Disability
- Gender reassignment
- Race
- Sex
- Sexual orientation
- Marriage and civil partnership
- Pregnancy and maternity

- religion or belief

The Partnership will rise to the challenge of the Equality Act by protecting these groups. We also recognise that people can be disadvantaged because of their social background or where they live. The Statement has therefore also been developed to reduce inequalities between different areas within our borough, as well as those between people who share a protected characteristic, and those who do not.

The outcomes and priorities contained within the Statement are based on robust needs analysis, taking into account data and the view of our local residents and service users. This has helped us to understand how it will impact on, or affect different communities, especially those groups or communities who are more likely to experience inequality, discrimination, social exclusion or disadvantage.

Partnership resources are not infinite and we therefore need to ensure that they are targeted where they will make the biggest difference. Targeting, by definition, means that some people will benefit more than others from the services or improvements that we are delivering. However, as a Partnership we are committed to ensuring that we focus our efforts on helping the people and communities who are most in need, regardless of their social background or “protected characteristic.” In doing so, we will continue to monitor our actions to ensure that they do not inadvertently lead to inequality or disadvantage elsewhere.

### **Environmental Sustainability**

Ensuring that the activities we undertake are underpinned by the principles of sustainability and environmental improvement is a key priority for the Redcar and Cleveland Partnership. We are fully committed to reducing our impact on climate change, better prepare for its effects, and also protect and enhance the green and open space in our communities. The Environment Partnership of the LSP will develop its new Sustainable Environment Strategy for the Borough by April 2011 to focus on embedding climate change mitigation and adaptation in decision making and supporting green infrastructure.

## **Our Aspiration for the Borough**

We want Redcar and Cleveland to be a prosperous borough, where all our residents lead long, healthy and fulfilling lives. People will always be treated equally and fairly,

and diversity will be embraced. There will be plenty of rewarding and sustainable jobs that can be accessed by local people who are skilled and employable. No child will grow up in poverty, and all young people will aspire to be the best they can be. Our most vulnerable people will be protected from harm, and we will all feel safe in our homes and outside. Communities will be empowered to come together to bring about change in their neighbourhood, and we will all feel proud of where we live.

In order to achieve this, we have agreed to focus on five outcomes, each of which is underpinned by a small number of priority objectives that we believe will help us to deliver real improvements.

## Our Priorities

Outcome 1:

### **A thriving local economy, with local people who have the skills to secure jobs**

In order to achieve this outcome we will:

- Attract new businesses into the borough and support existing businesses to grow;
- Help unemployed residents, particularly those from disadvantaged areas, into sustainable employment;
- Prevent people from becoming unemployed, with a particular focus on young people leaving education.

Outcome 2:

### **Healthier and longer lives for all**

In order to achieve this outcome we will:

- Reduce smoking prevalence with a particular focus on supporting maternal smokers and their families;
- Reduce the prevalence of obesity through increased participation in physical activity and improved diet and nutrition;
- Reduce alcohol related harm.
- Reduce emergency hospital admissions through the development of local integrated services

Outcome 3:

### **People are protected and feel safe**

In order to achieve this outcome we will:

- Develop our approach, through Neighbourhood working to address the causes of anti-social behaviour and criminal damage;
- Reduce violent crime;
- Safeguard vulnerable adults;

- Reduce the number of children living in homes with domestic violence.

**Outcome 4:**

**Children and young people aspire and achieve**

In order to achieve this outcome we will:

- Raise aspiration and achievement and narrow the achievement gap across all age groups

**Outcome 5:**

**Empowered and active communities who have pride in their neighbourhoods**

In order to achieve this outcome we will:

- Support voluntary and community organisations to develop the skills, knowledge and resources to enable them to have a greater role in delivering services in their community;
- Deliver more Council and partner services locally through the expansion of Neighbourhood Working.