



# Strategic Plan 2020-2023



“I want to see my hometown do much more and become the staggeringly successful centre it deserves to be. We can definitely make this happen!”



## Foreword



Andy Preston, Elected Mayor of Middlesbrough

In brief, my priorities are:

<p><b>People</b></p> 	<ul style="list-style-type: none"> <li>● Tackling crime and anti-social behaviour head on</li> <li>● Ensuring Middlesbrough has the very best schools</li> <li>● Ensuring our town is an absolute leader on environmental issues</li> </ul>
<p><b>Place</b></p> 	<ul style="list-style-type: none"> <li>● Transforming our town centre with new buildings that inspire awe</li> <li>● Building more town centre homes – and protecting our green spaces</li> <li>● Making Middlesbrough look and feel amazing</li> </ul>
<p><b>Business</b></p> 	<ul style="list-style-type: none"> <li>● Winning investment and creating jobs</li> <li>● Introducing a new era of Council transparency and openness</li> <li>● Creating positive perceptions of our town on a national basis</li> </ul>

**Middlesbrough’s a fantastic town, with a proud history, great people and a desire to succeed.**

But I want to see my hometown do much more and become the staggeringly successful centre it deserves to be. We can definitely make this happen!

As Mayor of Middlesbrough, I want to reverse years of decline by tackling our challenges head on and installing a belief that all of us have the most exciting and prosperous future – starting now.

I have identified nine key priorities for Middlesbrough that will do everything possible for our great town’s residents, communities and businesses.

Some of these priorities can be achieved quickly and changes will already be visible – while others will take longer – needing massive amounts of work and time.

In all cases we’ll need to work together, combining our knowledge, talents and resources. Teamwork will be key – so I’m really pleased that since my election I’ve been impressed by the spirit, dedication and positivity everyone has for making Middlesbrough truly amazing.

It won’t be easy – but together we can reverse decline, inspire success and set standards for others to follow.



**Andy Preston**

Elected Mayor of Middlesbrough



# Introduction



Tony Parkinson, Chief Executive

## I am delighted to introduce our revised strategic plan for 2020-2023.

It is vitally important that we update our plan to ensure that we have a roadmap for the delivery of the priorities of the newly Elected Mayor of Middlesbrough.

By now many of you will have personally witnessed Andy's passion and energy for improving life for local communities, which is mirrored by the Council's Executive and senior management team.

This plan sets out clearly how the Mayor's agenda will be supported and delivered over the coming three years, and you will see the strategic priorities set out here reflected clearly in our other plans.

As a Council we understand the importance of delivering improvements in our residents' lives and our physical environment and in being as effective as we can be to support growth in Middlesbrough. Of course, this is against a backdrop of continued financial uncertainty for public services and a likely Brexit, which will undoubtedly bring us new challenges, but also great new opportunities.

What we do is important, but how we do it is equally so. Transforming our approach to community engagement is one of our key priorities and we will be undertaking a significant amount of work on this in the coming year.



It is vital that we transfer the lessons we take from this work into the way we do things within the Council itself, with our delivery partners, and most importantly, our communities, to ensure that all play a full and proper role in delivering this plan and contributing to Middlesbrough's future growth and success, with a focus on local delivery and priority setting.

Our values, launched last year, underpin the way we work as an organisation and describe the behaviours that are expected and needed to help us thrive and deliver our shared ambitions.

Tony Parkinson  
Chief Executive

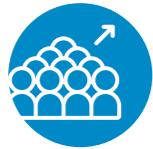


“What we do is important, but how we do it is equally so. Transforming our approach to community engagement is one of our key priorities and we will be undertaking a significant amount of work on this.”



# Middlesbrough at a glance

## Our town



Most urban and densely populated local authority area in North East



City centre of Tees Valley

Visitors per annum  
**10million**

## People



Local people served  
**140,000**

**32,000**  
young people

**108,000**  
adults

Median resident age  
**36**

Estimated population by 2026  
**>155,000**



People from a black and minority ethnic background



People who live in areas ranked among the 10% most deprived in England



Two thirds of early deaths in Middlesbrough are avoidable through addressing health inequalities and better engagement with services

We protect and support:

**2,000** local children

**9,500** vulnerable adults

## Crime



**x2**

Overall crime rate is more than double the national average

**x3**

Anti-social behaviour more than 3x the national average rate



TS1 has particularly high concentrations of crime and ASB



**x2**

Twice the average national rate of treatment for opiate misuse

## Education



**24,000**

School pupils

**5,000**

College students

**18,000**

University students

**2,000**

Adult learners

**5/7**

Schools rated 'Good' or better by Ofsted

**56%**

Pupils achieving required GCSE standards'

**50**

Teesside University ranked in top 50 for graduate prospects

## Environment



**x7**

Green Flag Award

Parks and green spaces in receipt of a Green Flag Award for quality - the most in the Tees Valley

**40%**

Tree cover 40% less than national average

**11%**



Proportion of waste recycled below the national average



## Sustainability

Analysis suggests Middlesbrough also needs to do more to improve air quality and to increase the use of public transport, cycling and walking

## Economy



**59,000**

Jobs in Middlesbrough

**56%**

Jobs undertaken by local people

**7%**

Local unemployment rate

Local businesses  
**>4,000**

Highest rate of business startups in North East region

Current top three sectors:

**40%**

Public administration, education and health

**18%**

Distribution and hospitality

**12%**

Financial services

Employees in Digital business sector  
**7,000**



Expanding into other growth sectors including advanced manufacturing and leisure

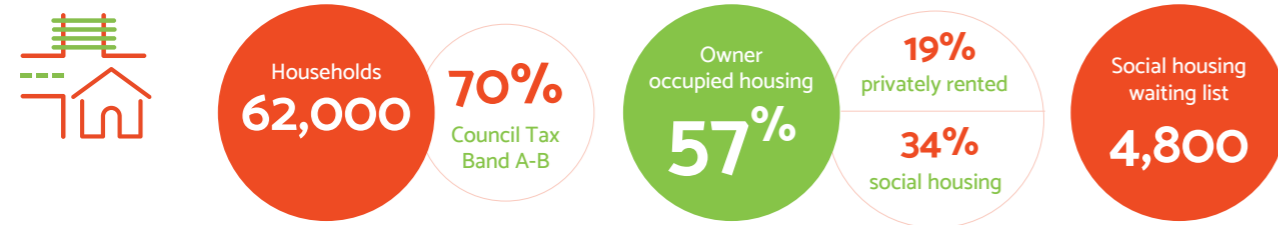


# Our Aims

We have three simple, interrelated aims:



## Housing and infrastructure

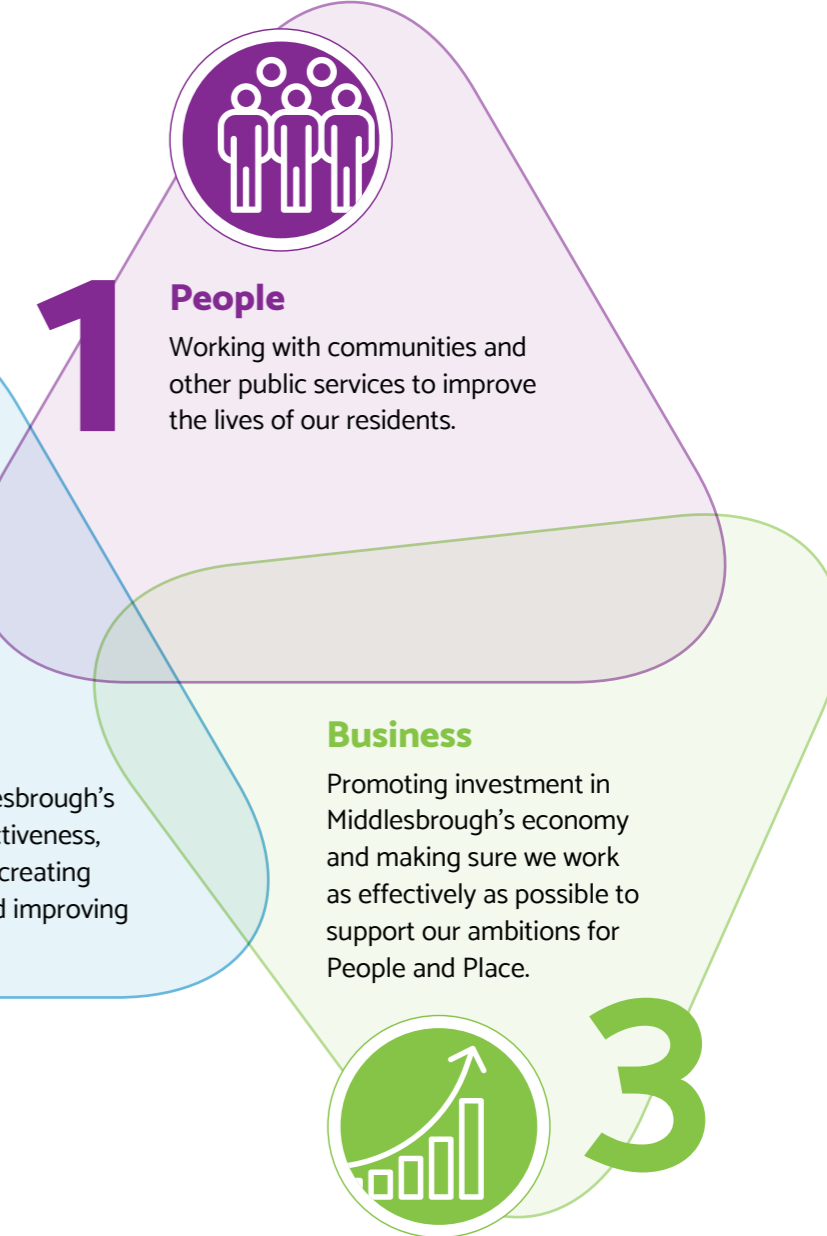


Direct rail link to London 2020

Teesport third largest port in UK

Durham-Tees Valley Airport 20m away

## Investment



**1 People**  
Working with communities and other public services to improve the lives of our residents.

**2 Place**  
Securing improvements in Middlesbrough's housing, infrastructure and attractiveness, improving the town's reputation, creating opportunities for local people and improving our finances.

**3 Business**  
Promoting investment in Middlesbrough's economy and making sure we work as effectively as possible to support our ambitions for People and Place.

## 1-2-3

Everything we do supports one or more of our aims. This strategic plan sets out our priorities under each of the aims over the next three years.





# Priorities of the Elected Mayor of Middlesbrough

The Elected Mayor of Middlesbrough Andy Preston has identified nine key priorities for Middlesbrough for his 2019-2023 term of office:

## People

**1 Tackling crime and anti-social behaviour head on** – “Crime and anti-social behaviour are unacceptably high and Middlesbrough has one of the UK’s worst crime rates. The ravages of drug addiction and its effects are destroying lives and communities – and are killing parts of the town. Bad behaviour will no longer be tolerated. We will step in and act fast, working closely with Cleveland Police to protect decent people and sort out those involved in crime and damaging communities. Using new powers, trouble-causers who refuse to conform will be kicked out of their homes and moved on.”



2

**Ensuring Middlesbrough has the very best schools** – “The best schools don’t only achieve great results – they do a lot more. Our schools and colleges will be challenged to inspire confidence, create leaders and instil huge ambition in students.”

3

**Ensuring our town is an absolute leader on environmental issues** – “Resulting in lower emissions, cleaner air and healthy living, with specific schemes to plant 10,000 trees, create orchards, a community farm and set national standards in sustainable living.”



## Place

4

**Transforming our town centre with new buildings that inspire awe** – “Our once fantastic town centre has been allowed to decay and become a pale shadow of its former self. While many of the challenges it faces are national issues, it also has unique problems due to the massive issue of drugs and addiction in Middlesbrough. New street wardens with increased powers will be employed to enforce a Public Spaces Protection Order in the town centre – this will reduce all forms of anti-social behaviour. Funds will be invested in a new Cleveland Police scheme to strengthen police presence in central Middlesbrough.”

5

**Building more town centre homes – and protecting our green spaces** – “There will be a strong focus on building thousands of high-quality new homes around the centre of the town to boost businesses and increase vibrancy, while reducing the need to build on green field sites and protecting our precious green spaces.”

6

**Making Middlesbrough look and feel amazing** – “The Council will work closely with the public to ensure the already underway town-wide clean-ups grow to involve an ever-increasing number of volunteers and we will focus on breathing new life into old buildings such as Middlesbrough’s tallest building, Centre North East.”



## Business

7

**Winning investment and creating jobs** – “We will attract and retain thousands of new jobs across all sectors, making Middlesbrough an attractive investment proposition. We’ll work to make all sectors thrive and also focus on our existing digital expertise – on a mission to make Middlesbrough THE UK’s digital city.”

8

**Introducing a new era of transparency and openness** – “Council activities will be opened up to Middlesbrough residents. Town Hall meetings have been made available on Facebook Live and there are regular, detailed social media updates on my activities – attempting to be visible, open and available.”

9

**Creating positive perceptions of our town on a national basis** – “People have bad perceptions of Middlesbrough. I will lead a campaign to make sure the town’s strengths and successes are acknowledged. We will transform how people view our town.”



# Full list of our priorities

The following pages set out the full list of priorities under our three aims over the next three years.



## People

Priority	Political Lead(s)	Lead Directorate(s)
We will tackle crime and anti-social behaviour head on, working with our partners to establish a stronger and more visible presence in the town centre and in local communities, tackling the harm caused by drugs and imposing tougher penalties on persistent offenders to ensure local people feel safer.	Mayor of Middlesbrough, Deputy Mayor and Thematic Lead for Drugs, Executive Member for Culture and Communities	Adult Social Care and Health Integration Environment and Commercial Services
We will ensure that Middlesbrough has the very best schools, working with local providers to increase educational and vocational attainment for children and adults and creating a workforce that meets the need of current and future employers.	Mayor of Middlesbrough, Executive Member for Children's Services	Prevention and Partnerships
We will ensure our town is an absolute leader on environmental issues, working with local people to protect and create public and green spaces, and promote sustainable lifestyles.	Mayor of Middlesbrough, Executive Members for Environment and Regeneration	Environment and Commercial Services; Regeneration
We will continue to promote the welfare of our children, young people and vulnerable adults and protect them from harm, abuse and neglect.	Executive Members for Children's Services and Adult Social Care and Public Health	Children's Services; Adult Social Care and Health Integration
We will transform children's services to allow more families to stay together where it is safe for them to do so, and reduce the need for children to be looked after by us.	Executive Member for Children's Services	All Children's Services Directorates
We will work with communities to improve local health and wellbeing, focusing in particular on tackling obesity, poor mental health and substance misuse.	Executive Member for Adult Social Care and Public Health	Public Health
We will join up health and social care, working with partners to reduce admissions to hospital and improve support and care once people are discharged from hospital.	Executive Member for Adult Social Care and Public Health	Adult Social Care and Health Integration; Public Health
We will work with local communities to redevelop Middlesbrough's disadvantaged estates, and introduce locality working with our partners, placing services at the heart of communities.	Executive Member for Culture and Communities	Environment and Commercial Services



## Place

Priority	Political Lead(s)	Lead Directorate(s)
We will transform our town centre, tackling crime anti-social behaviour, improving accessibility, developing Centre Square as an iconic Tees Valley office, leisure and residential location, and creating other iconic spaces for digital, media and leisure businesses.	Mayor of Middlesbrough, Deputy Mayor and Thematic Lead for Drugs, Executive Members for Culture and Communities and Regeneration	Environment and Commercial Services Regeneration
We will build more town centre homes to boost businesses and increase vibrancy, while reducing the need to build on green space.	Mayor of Middlesbrough, Executive Member for Regeneration	Regeneration
We will make Middlesbrough look and feel amazing, working closely with local communities to make sure that our roads, streets and open spaces are well-designed, clean and safe, and revitalising unused buildings and heritage assets.	Mayor of Middlesbrough, Executive Members for Environment and Regeneration	Environment and Commercial Services Regeneration
We will implement our cultural strategy - investing in our existing cultural assets, creating new performance spaces, and introducing a new programme of festivals and events across the town.	Executive Member for Culture and Communities	Regeneration
We will improve Middlesbrough's rail connectivity, and promote investment in the surrounding area to encourage business growth.	Executive Member for Regeneration	Regeneration
We will develop Middlehaven as a residential, leisure and commercial centre of national significance.	Executive Member for Regeneration	Regeneration







## Business

Priority	Political Lead(s)	Lead Directorate(s)
We will win investment and create jobs, supporting growth and higher value employment across all sectors, with a particular focus on further developing Middlesbrough as THE UK's digital city.	Mayor of Middlesbrough, Executive Member for Regeneration	Regeneration
We will introduce a new era of Council transparency and openness, giving local communities a real say in the future of the town, and how our services are developed and delivered.	Mayor of Middlesbrough, all Executive Members	Chief Executive; all Directorates
We will create positive perceptions of our town on a national basis, improving our reputation, and attracting new investment, visitors and residents.	Mayor of Middlesbrough, Executive Members for Culture and Communities and Regeneration	Chief Executive; Regeneration
We will develop and deliver balanced budgets every year, protecting front-line services wherever possible, and dealing with the projected shortfall in our budget to 2023 through improved commissioning and procurement, increasing our commerciality, digitising our services and working more closely with local businesses and communities.	Executive Member for Finance and Governance	Chief Executive; all Directorates
We will make sure that our business management practices, including how we manage finance, performance, projects, risks and assets, compare with those of the best-performing councils, and achieve good outcomes for our communities.	Executive Member for Finance and Governance	Finance, Governance and Support; Law and Governance Services
We will become recognised as a good employer, with employees who are happy in their jobs, demonstrate our values, and deliver our priorities.	Executive Member for Finance and Governance	Chief Executive; Finance, Governance and Support





# Measuring our success

If we are successful in delivering our priorities, we will see sustained improvements in the following measures of community health and wellbeing and our performance as an organisation up to and beyond 2023. We will report on our progress every three months.



## People

- Overall crime and anti-social behaviour rates
- Substance misuse rates
- Pupils achieving expected GCSE standards
- Residents with technical and professional qualifications
- Tree cover
- Waste recycled
- Child and adult poverty
- Children looked after us
- Child and adult obesity
- Child and adult mental health
- Healthy life expectancy
- Adults living independently
- Average life satisfaction



# Our resources

## Our budget

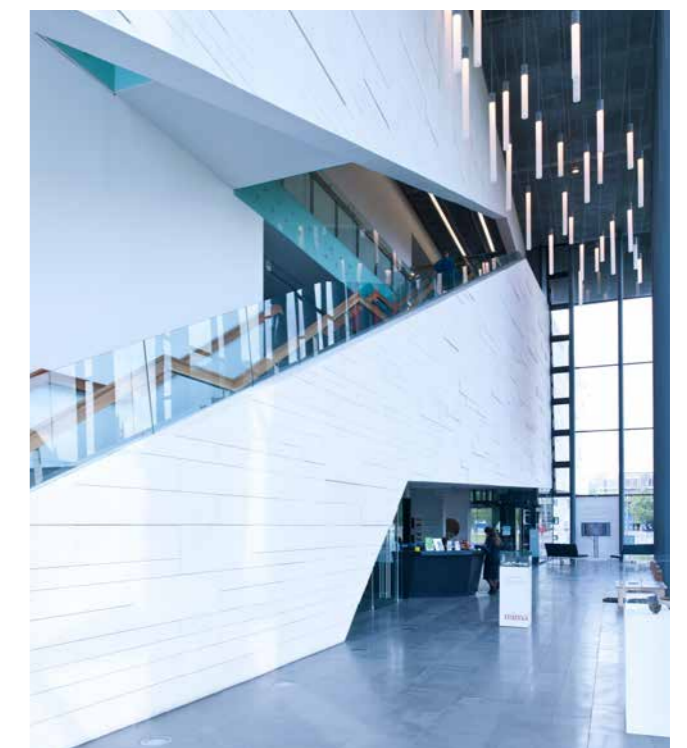
The public-sector austerity programme has resulted in a significant fall in the funding we receive from Government, which has reduced by 52% since 2013-2014.

Our budgeted spending for 2019-20 was £360m. 70% (£254m) of this was spent on public services, with most of the rest going to schools or towards Council Tax Benefit and Housing Benefit. Of the £254m, 42% was provided by the Government as grants and 58% was collected from local taxes, fees and charges.

Our Medium-Term Financial Plan estimates our budget shortfall to 2023 at £11m. Our budget reports during this period will set out plans to meet this shortfall while delivering on the Priorities of the Elected Mayor of Middlesbrough.

## Capital investment

In the period to 2023, we will deliver a capital investment strategy of £166m, which includes £90m of our own resources from land sales and borrowing. The aims of the strategy are to grow Middlesbrough's economy, make us more financially self-sufficient by increasing income from Council Tax, Business Rates and commercial activity, and transform how we deliver our services.



## Place

- Town population
- Visitors to Middlesbrough
- New homes built
- Affordable homes as proportion of housing stock
- Street cleanliness
- Satisfaction with Middlesbrough as a place to live



## Business

- Inward investment
- New business start-ups
- Council spending with local businesses
- New jobs created
- Local employment rate
- Gross weekly pay
- Council income from local sources
- Customers using online self-serve
- Employee satisfaction
- Lost productivity due to employee sickness absence
- External Auditor's 'Value for Money' judgement





## Our people

We are one of the largest employers in Middlesbrough, and our people are our greatest resource.

at 31st March 2019...



61

employees in apprenticeships



82%

employee satisfaction rate



3,377

people employed



4.97%

lost productivity from sickness



100

workforce to be reduced by 100 people by 2023

We expect our workforce to reduce by around 100 people by 2023. In the longer term, we want our workforce to be more representative of the local population it serves. During the period of this strategic plan we aim to develop and support our employees to make sure that they are able to deliver their very best for the people of Middlesbrough.



## Our information

Information is at the heart of what we do. We hold a significant amount of information about Middlesbrough and its residents. In line with our information strategy, we will continue to make sure that the right information is made available to the right users (including local communities and our partners) at the right time, to support us in achieving our aims and priorities.

## Our values and our culture



Our values define who we are and what we do.

<b>Passionate about Middlesbrough</b>	<ul style="list-style-type: none"> <li>We believe in Middlesbrough.</li> <li>We are proud to work for the Council.</li> <li>We have a 'can do' attitude.</li> </ul>
<b>Integrity at our heart</b>	<ul style="list-style-type: none"> <li>We are open, honest and transparent.</li> <li>We communicate well with others.</li> <li>We treat others with respect.</li> </ul>
<b>Creative in our thinking</b>	<ul style="list-style-type: none"> <li>We always look to improve.</li> <li>We find solutions to problems.</li> <li>We are positive about change.</li> </ul>
<b>Collaborative in our approach</b>	<ul style="list-style-type: none"> <li>We engage and consult with others.</li> <li>We seek feedback from others.</li> <li>We understand the needs of others.</li> </ul>
<b>Focussed on what matters</b>	<ul style="list-style-type: none"> <li>We understand the Council's and our own priorities.</li> <li>We put our customers first.</li> <li>We deliver against expectation.</li> </ul>

Our culture is rooted in our values and is integral to the effective delivery of our strategic objectives, while supporting the personal and professional growth of our people. Within our culture:

<b>We will recruit great people</b>	By raising our profile as an employer, we will attract a broader range of high calibre of candidates.
<b>We will develop our people</b>	By providing opportunities for new experiences and for progression, we will develop a workforce fit for now and for the future.
<b>We will all lead by example</b>	By living our values we will inspire our colleagues to excel, and win the trust of our customers and partners.
<b>We will deliver excellence</b>	By driving continuous improvement and placing our customers at the heart of what we do, we will enable our people to succeed.
<b>We will all make this a great place to work</b>	By giving all of our people a voice, caring about how they do, and celebrating our successes together.



# Further information

You can find more information on our future plans for Middlesbrough on our website [www.middlesbrough.gov.uk](http://www.middlesbrough.gov.uk).

Main documents include:



## People

- eMpower: Middlesbrough social regeneration prospectus
- Health and wellbeing strategy
- Adult prevention strategy
- South Tees health and social care integration plan
- Children and young people's plan
- Community cohesion plan



## Place

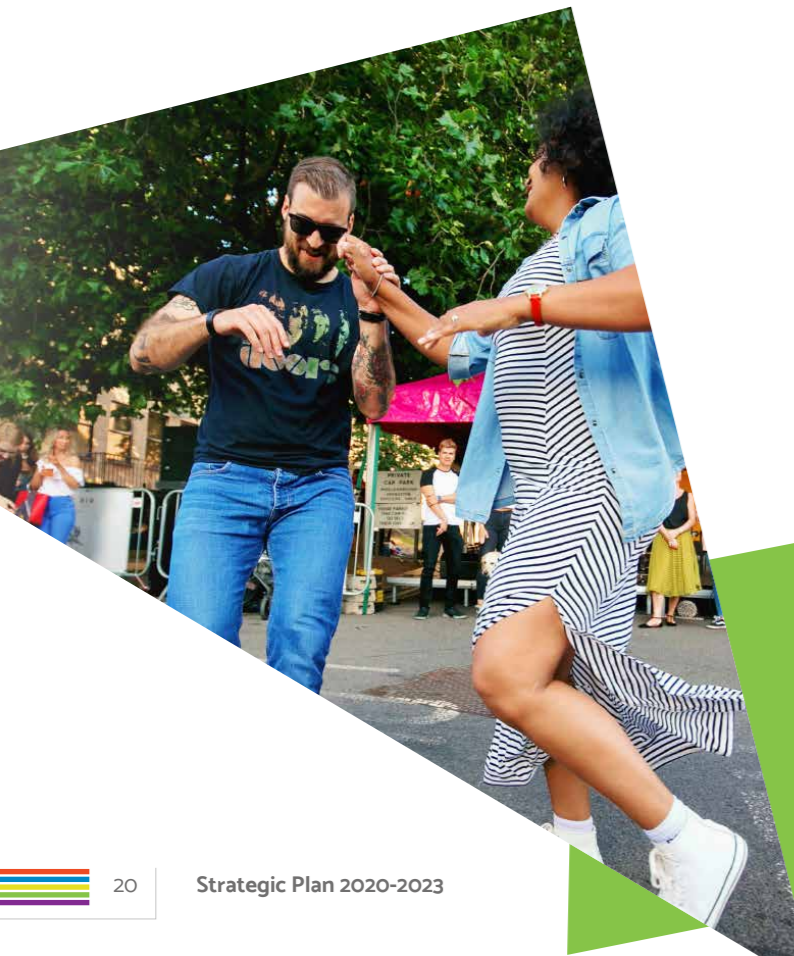
- City centre strategy
- Local plan
- Housing strategy
- Cultural strategy
- Local transport plan



## Business

- Tees Valley strategic economic plan
- Middlesbrough investment prospectus
- Medium term financial plan
- Annual governance statement
- Customer strategy
- Digital strategy
- Information strategy

If you have any questions about our strategic plan, or want to work with us to deliver our priorities, please contact us at: [strategicplan@middlesbrough.gov.uk](mailto:strategicplan@middlesbrough.gov.uk).







In Person: **The Customer Centre, Middlesbrough House, Elm Street, Middlesbrough, TS1 2DA**  
Open .30am to 4.30pm (Monday to Thursday), and 8.30am to 4pm (Friday).

Post: **Middlesbrough Council, PO Box 500, Middlesbrough, TS1 9FT**

Phone: **01642 245432** (Monday to Thursday, 8.30am to 5pm, and Friday, 8.30am to 4.30pm)

Website: **[www.middlesbrough.gov.uk](http://www.middlesbrough.gov.uk)**

