

## **Appendix 1: Strategic Plan 2021-24**

### **Introduction**

Welcome to our Strategic Plan for the 2021-24 period.

In January 2020, Council approved a Strategic Plan for 2020-23, with the expectation that we would make only minor changes to the plan during that period. Since then, of course, the world has changed significantly.

Just nine days after we approved our plan, the first case of COVID-19 in Europe was reported, with the first case in the UK confirmed a week later on 31 January, in York. The first confirmed death from COVID-19 in Middlesbrough was on 19 March and it is now well-established that since then we have experienced one of the highest rates of confirmed cases in the UK.

COVID-19 is an unprecedented global event that has and will continue to have a huge impact on our communities and our local economy. On behalf of the Council we want to express our sincere condolences to the families and friends of all those that have lost their lives and our sympathy to those that have and are continuing to experience health issues after contracting the disease. We also want to express heartfelt thanks to our staff, partners and local businesses and volunteers that continue to work tirelessly to reduce local transmission and support Middlesbrough's communities.

Recovery from COVID-19 will take some years, and will fundamentally change the way that we do business in the future. In the past year we have taken the time to review and streamline our priorities – set out in this plan – for the remainder of this Mayoral term in order to provide greater focus in this period, which will have both challenges and opportunities.

Building on our close engagement with local communities, businesses, families and individuals during the pandemic, we will ensure that our priorities are properly resourced and effectively delivered – so that together we build a better Middlesbrough for all.

Andy Preston  
*Elected Mayor of Middlesbrough*

Tony Parkinson  
*Chief Executive*

## Our aims

We have three simple, interrelated aims:

<b>People</b>	Working with communities and other public services in Middlesbrough to improve the lives of local people.
<b>Place</b>	Securing improvements in Middlesbrough's housing, infrastructure and attractiveness, improving the town's reputation, creating opportunities for local people and improving our finances.
<b>Business</b>	Promoting investment in Middlesbrough's economy and making sure we work as effectively as possible to support our ambitions for People and Place.

## Our values

We will deliver our aims in line with our values, which underpin everything we do:

<b>Passion</b>	We believe in Middlesbrough and are proud to work for the town.
<b>Integrity</b>	We are open and transparent and treat everyone with respect.
<b>Creativity</b>	We have the courage to try new ideas and new ways of working.
<b>Collaboration</b>	We work with others to make Middlesbrough better.
<b>Focus</b>	We are clear about what we will deliver to meet the needs of the town.

## Progress to date










Over the past year a number of significant achievements have been made in line with our aims, including:

- New street warden team
- TS1 Public Spaces Protection Order
- Mobile CCTV patrols
- CCTV expansion
- ASB legal actions
- Revised ASB policy
- Free bulky waste collections
- Town-wide pothole purge
- Stop the Knock
- New commissioning model for complex needs
- New youth provision model
- Initial response to Ofsted's inspection of our Children's Services
- Planting 10,000 new trees
- Prissick Base housing scheme
- Gresham housing scheme
- Centre Square office lettings
- Boho Zone North
- Boho X
- Buy Boro scheme
- COVID-19 response.

## Our priorities for 2021-24

Our priorities for the next three years are set out below.

<b>E</b>	<b>Corporate equality objective</b>
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Priority	Supports the following aim(s)	Description	Political Lead(s)	Lead Directorate(s)
 <b>Children and young people</b>	People	We will show Middlesbrough's children that they matter and work to make our town safe and welcoming and to improve outcomes for all children and young people.	Deputy Mayor and Lead Member for Children's Social Care; Executive Members for Communities and Education and Adult Social Care and Public Health	Adult Social Care and Health Integration; Children's Services
 <b>Vulnerability</b>	People	We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support those made vulnerable. <b>(E)</b>	Deputy Mayor and Lead Member for Children's Social Care; Executive Members for Communities and Education and Adult Social Care and Public Health	Adult Social Care and Health Integration; Children's Services
 <b>Crime and anti-social behaviour</b>	People, Place and Business	We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer. <b>(E)</b>	Mayor of Middlesbrough; Executive Member for Communities and Education	Environment and Community Services
 <b>Climate change</b>	People, Place and Business	We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.	Mayor of Middlesbrough; Executive Members for Environment and Regeneration	Environment and Community Services; Regeneration and Culture
 <b>COVID-19 recovery</b>	People, Place and Business	We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better. <b>(E)</b>	Mayor of Middlesbrough	Chief Executive; all Directorates
 <b>Physical environment</b>	People and Place	We will work closely with local communities to protect our green spaces and make sure that our roads, streets and open spaces are well-designed, clean and safe.	Mayor of Middlesbrough; Executive Members for Environment and Regeneration	Environment and Community Services; Regeneration and Culture
 <b>Town centre</b>	People, Place and Business	We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.	Mayor of Middlesbrough; Executive Members for Communities and Education and Regeneration	Regeneration and Culture; Environment and Communities
 <b>Culture</b>	People, Place and Business	We will invest in our existing cultural assets, create new spaces and events and improve access to culture.	Executive Member for Communities and Education	Regeneration and Culture
 <b>Quality of service</b>	People, Place and Business	We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough.	Executive Members for Finance and Governance and Communities and Education	Finance; Legal and Governance Services; Environment and Community Services

## **Delivery and outcomes**

We will develop and maintain a robust workplan to ensure that activity in support our strategic priorities is delivered effectively. If we are successful, we will see sustained improvements in the following outcomes up to and beyond 2024. We will report on our progress every three months.

- Crime and anti-social behaviour
- Street warden productivity
- Residents feeling safe
- Protected public space
- Brownfield development
- Tree cover
- Recycling
- OFSTED inspection outcomes
- Satisfaction with adult social care
- Dementia-friendly businesses
- Social and digital inclusion
- Town centre visits
- New homes built, including affordable homes
- Road and footpath condition
- Investment and jobs
- Town centre occupancy
- Festivals and events
- Council spending with local businesses
- Satisfaction with the Council
- Satisfaction with Middlesbrough as a place to live
- Overall resident life satisfaction.

## **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:

Joint strategic needs assessment  
Strategic plan workplan

## **People**

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).