

MIDDLESBROUGH COUNCIL	
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Report of:	Corporate Director of Regeneration and Housing, Richard Horniman
Relevant Executive Member:	Executive Member for Development, Theo Furness
Submitted to:	Executive
Date:	2 September 2026
Title:	Place Strategy to Investment Prospectus
Report for:	Decision
Status:	Public
Council Plan priority:	A successful and ambitious town
Key decision:	Yes
Why:	Decision(s) will have a significant impact in two or more wards
Subject to call in?	Yes
Why:	Non-Urgent Decision

Proposed decision(s)	
That Executive:	
a) Notes the work undertaken by the Place Leaders Partnership to develop a Place Strategy for Middlesbrough and endorses the Council's role in delivery; b) Approves the town centre element of the Place Strategy as the Council's Town Centre Strategy; and, c) Approves the Investment Prospectus setting out the Council's economic funding priorities required to deliver the Place and Town Centre strategies.	

Executive summary

The Middlesbrough Place Leaders Partnership has brought together a range of organisations from public, private and voluntary sectors to develop an overarching strategy to improve the town. This is known as the Middlesbrough Place Strategy.

The objectives of Middlesbrough's Place Strategy are co-designed and co-owned with stakeholders across the Town. Middlesbrough Council is one, amongst many, stakeholders who are encouraged to adopt the objectives of the strategy and embed the principles into the working practices and strategic priorities for the long term.

Within this strategy is a specific section setting out what needs to happen in the town centre to support economic growth, and this will be known separately as the Middlesbrough Town Centre Strategy. The focus of these two strategies is the aim of **making Middlesbrough the most creative place for young people to live, learn and realise their future**. This focus on younger people is intended to drive a longer term change in the town that is more reflective of anticipated future trends and an evolving role.

A further document has been prepared identifying the specific interventions that need to be pursued, that will be known as the Middlesbrough Investment Prospectus. This would be used as a lobbying tool to secure external funding for the named projects, illustrating a coherent package of measures aimed at supporting the overall Place Strategy.

This report recommends that Middlesbrough Council plays a full role in the delivery of the Place Strategy, and approves the Town Centre Strategy and Investment Prospectus.

1. Purpose of this report and its contribution to the achievement of the Council Plan ambitions

- 1.1 The purpose of the report is to set out the work that has been undertaken by the Place Leaders Partnership to develop a Place Strategy for Middlesbrough. The report proposes that the Council commits to playing a full role in its delivery.
- 1.2 The report also details the strategic actions required in the town centre and proposes that the Council approves these as the formal Town Centre Strategy for Middlesbrough. This would provide direction to future Council plans and investment priorities.
- 1.3 The report concludes with the presentation of an Investment Prospectus that would represent the key elements required to drive the economic elements of the above strategies and again proposes approval by the Council. This would enable the Council to lobby for funding for projects likely to be contained within future Council Plans.

Our ambitions	Summary of how this report will support delivery of these ambitions and the underpinning aims
A successful and ambitious town	Although wider than just dealing with economic issues, the Place Strategy and supporting documents are all aimed at driving sustainable economic growth and encouraging younger people to play their part in it.
A healthy Place	The Place Strategy sets out a more holistic vision for Middlesbrough, which is very much aimed at improving the life chances of our younger residents.
Safe and resilient communities	The Place Strategy and supporting documents will influence improvements in issues such as transport and connectivity and promote activity in communities to enable young people to thrive.
Delivering best value	The Place Strategy will aim to improve life in Middlesbrough, particularly for young people, reducing the need for public services to address inequalities or intervene.

2. Recommendations

2.1 That the Executive

- a) **Notes** the work undertaken by the Place Leaders Partnership to develop a Place Strategy for Middlesbrough and endorses the Council's role in delivery;
- b) **Approves** the town centre element of the Place Strategy as the Council's Town Centre Strategy; and,
- c) **Approves** the Investment Prospectus setting out the Council's economic funding priorities required to deliver the Place and Town Centre strategies.

3. Rationale for the recommended decision(s)

- 3.1 Improving Middlesbrough will require a collective, collaborative effort. The Place Leaders Partnership draws together a number of key organisations and businesses in the town, focused on working together to make Middlesbrough a better place. The partnership has determined that a subtle focus on younger people is the most effective

way to improve the town for everyone's benefit and has developed a strategy based on extensive engagement with young people to determine a clear way forward.

3.2 As a key member of the Place Leaders Partnership, it is important that the Council commits to its role in delivering the strategy and continuing to play its part in the collaborative effort of the partnership.

3.3 Adopting the accompanying direction for the Town Centre and Investment Prospectus would also ensure that the Council is acting in a collaborative way and contributing proactively to the agreed, shared direction.

4. Background and relevant information

4.1 Middlesbrough has traditionally played a role as the commercial heart of the Tees Valley, providing city centre functions for the wider Teesside conurbation, and provides much of the skilled workforce for the industrial economy situated in neighbouring boroughs. The fundamental, structural, macroeconomic shifts occurring in the wider economy have had an acute impact upon the town in recent years, and this has reshaped the nature of Middlesbrough's role in what is now the Tees Valley. As the structural change has happened, coupled with the targeted sector development programmes that have been undertaken, the town's economy has evolved. There is a purposeful drive for employment in professional services, new jobs being created through the digital sector, and a new identity emerging through the expansion of creative and cultural investment.

4.2 There is, however, further context that will require the town to evolve again, as the way people work, shop and spend their leisure time is changing more rapidly than ever, and the demographic mix in Middlesbrough grows increasingly diverse. As these are national, if not international, trends then Middlesbrough needs to be clear about its future role within a rapidly changing world and provide the opportunities necessary for its residents to fulfil their potential.

4.3 There is a significant amount of work being undertaken at sub-regional level to ensure that Tees Valley is responding to these changes, and Middlesbrough's future role is, to some extent, defined by the strategic direction set out in plans such as the Tees Valley Local Growth Plan. It is, however, critical that Middlesbrough can clearly articulate its own strategic direction and can set out how it will ensure that our town and its people can thrive in the future. Middlesbrough has specialisms and structural advantages which means that it can carve its own niche and contribute to the balance of the wider Tees Valley economy.

4.4 To determine this strategic direction the Council invited a number of 'anchor institutions' and key businesses to form a Place Leaders Partnership in 2025. Members of the partnership include organisations such as AV Dawson, Behaviour UK, Teesside University, Middlesbrough College, TVCA, Cleveland Police, the NHS – Integrated Care Board, NECC, the Creative Factory, Network Rail, and Middlesbrough Council and the terms of reference are included as Appendix I.

4.5 The partnership does not have any official standing, is not incorporated as a legal entity or have any formal links to any individual organisation. The Council provides the

secretariat for it, but it does not represent a formal body in the Council's constitution. It is a voluntary collective of primary stakeholders committed to leveraging their influence and aligning their efforts to the common objective of a singular Place Strategy for Middlesbrough.

- 4.6 The key role of the partnership was to provide a broad and independent perspective to determine the direction that the town needs to take to maximise its future success, within the wider context and agree how organisations could work better together to build upon what each could achieve individually.
- 4.7 The direction agreed through the partnership would take the form of a long term 'Place Strategy' that would be for the whole town, rather than being a strategy owned and delivered by any one individual organisation. This shared strategy would then be used to influence the in-house policy development of each partner and draw everyone's focus towards a core set of overarching metrics. The strategy will inevitably require a more delivery-focused plan of execution, to sit alongside it. This will be developed in the coming months as national funding programmes and locally devolved settlements become clearer.
- 4.8 The scope of the strategy is to set out how the town will grow, develop and position itself in the years ahead. It outlines priorities for economic growth, digital innovation, housing, transport, culture and community wellbeing. It is not however, all-encompassing and is not intended to replace every other strategy that exists. It is essentially a strategic framework for the town within which more detailed and topic-specific strategies can be developed.

Vision

- 4.9 Having reviewed previous visions and debated how best to influence the future direction of the town, the Place Leaders Partnership agreed that the best way to drive real change was to focus on younger people and the ambition that:

Middlesbrough be the UK's most creative place for young people to live, learn, and realise their future.

- 4.10 The partnership was keen to have a clear direction to make Middlesbrough a thriving, confident, and future-ready town that is digitally driven, powered by creativity, and unapologetically ambitious. Weighting efforts towards collective interventions that directly improve outcomes for younger people and future generations.
- 4.11 The definition of young people is intentionally abstract and is not prescriptive to any specific age boundaries – it could mean children in some contexts, young digital professionals or people at the beginning of their journey in business. The vision is also not designed to exclude any others, but to consider critical growth issues through the eyes of younger people, and to use the perspectives of younger people to drive better outcomes for everyone and shape Middlesbrough for the future.
- 4.12 Although the focus on young people will be clear, this will be used to drive longer term benefits for all residents. A town that has more successful, engaged and creative young people will naturally deliver more opportunities for families to thrive and for

parents, carers and people from older generations to enjoy a more vibrant and successful place.

Engagement

- 4.13 To inform the direction of the strategy in relation to young people, specialist researchers MMC were brought in to undertake a significant engagement exercise with young people. Over 1,300 young people took part through sessions in primary and secondary schools, Northern School of Art, Middlesbrough College and Teesside University. Young professionals in the digital sector were also included. The outcome of this research has influenced not only the priorities of the strategy, but the way in which they will be addressed.

Objectives & Summary

- 4.14 Middlesbrough's Place Strategy is locally led, co-designed and co-owned by a range of stakeholders across all major education institutions, health providers, business leaders, community advocates and cultural organisations. Priorities and initiatives have been informed by economic drivers, statistical trends, societal trends, commercial markets, community intelligence and anecdotal evidence from the Place Leaders Partnership.
- 4.15 In developing the ambition for Middlesbrough to be the **UK's most creative place for young people to live, learn, and realise their future**, it was essential to consult with younger people to understand their views and future aspirations, so Middlesbrough commissioned a comprehensive consultation exercise to seek the direct views of younger people, their families and carers, young professionals and advocates.
- 4.16 Over 1,300 people engaged in this exercise, the findings of which have provided valuable contributions and feedback have shaped Middlesbrough's Place Strategy. With this exercise we can be confident that the voices and ambitions of the people of Middlesbrough have been captured to identify the things our young people, young professionals, parents and carers told us were most important to them, when thinking about Middlesbrough's future.
- 4.17 **The headline findings from the consultation exercise were:**
- a) There is a strong sense of pride and affection for Middlesbrough amongst young people and parents and carers.
 - b) There was evidence of optimism about the future, with young people holding significantly more optimism for the future than adults surveyed.
 - c) Many felt that Middlesbrough possesses significant untapped potential and could become a more attractive place to live, work and build a future if existing strengths are better promoted and celebrated.
 - d) Participants frequently described the town centre as unattractive and in some cases, unsafe, particularly during the evening.
 - e) Crime, anti-social behaviour and drug use emerged as recurring concerns across both young people and parents and carers.

- f) There was a widespread perception that career and educational opportunities are limited, leading many young people to believe they may need to leave the area to fulfil their ambitions. Parents and carers often reinforced these concerns.
- g) A perceived lack of affordable leisure activities and safe spaces for young people, contributing to a sense that there is 'not enough to do' locally – particularly in the 16 to 18 age range.
- h) Together, these challenges risk undermining confidence in Middlesbrough and limiting young people's aspirations unless addressed through visible action and investment.

4.18 Shaped by consultation, these themes provide the focus for decision making, investment, and delivery:

- a) *Developing New Neighbourhoods - New Neighbourhoods* - Creating new homes, mixed-use development and future-focused communities in areas with the capacity to support growth. *Neighbourhood Renewal* - Investing in established communities, improving housing, public spaces, local facilities and connectivity, while capitalising on the powerful strengths and identities that already exist.
- b) *Celebrating Digital and Innovation* - Our ambition is for Middlesbrough to be a place where talent is developed, new ideas are tested and innovation creates high-value opportunities for our businesses and residents.
- c) *Driving Investment and Connectivity* - Improving transport, digital networks, grid infrastructure and wayfinding, linking people to opportunities to support the needs of businesses, residents, tech-savvy young people, students and start-ups.
- d) *Reshaping the Town Centre* - The town centre should be a place of possibility. A place where a young person can meet friends, discover something new, study, start a business, experience culture, access services and imagine a future.
- e) *Creating Safe, Green and Vibrant Spaces* - Middlesbrough is a place with safe, green and vibrant spaces, where people feel welcome, confident and connected.
- f) *Prioritising Skills, Education and Employment* - Education is one of Middlesbrough's greatest strengths. Our ambition is to turn that strength into a lasting advantage for the town. Talent should not have to leave Middlesbrough to find opportunity.

4.19 Together, we have a clear direction to make Middlesbrough a thriving, confident, and future-ready town that is digitally driven, powered by creativity, and

unapologetically ambitious. Weighting our efforts towards collective interventions that directly improve outcomes for younger people and future generations.

Putting the Strategy into Action

- 4.20 Having set the vision and direction, the partnership will continue to meet to determine how best to use and refine the strategy to influence the work of all partners, and drive collaboration and more joint working. A delivery plan will be produced to set out how collaboration will be achieved, focusing on specific areas where joint working will drive change rather than simply collating the individual actions of all partners into one document. Progress against key outcomes identified within the strategy (particularly those aligned with the Government's new Local Outcomes Framework) will also be monitored to enable appropriate targeting.
- 4.21 As a key partner in the strategy, the Council will need to consider where its own individual strategies and actions can be steered towards the identified objectives. As the Place Strategy is intended to span beyond political cycles, it will also be critical to informing the development of future Council Plans.

Middlesbrough Town Centre

- 4.22 Although the Place Strategy covers the whole of Middlesbrough, the importance of the town centre to the perception of the town and its future economic success is significant. The Place Strategy recognises this and contains a specific section regarding reshaping the town centre. This will be considered on its own as Middlesbrough's Town Centre Strategy.
- 4.23 The role of the town centres across the country has been evolving as consumer focus has shifted from the high street to online, and the need for physical commercial space has reduced. As Middlesbrough Town Centre has traditionally performed a 'city centre' role for the wider Tees Valley it was very heavily structured around large department store formats, shopping centres and large office blocks. These assets that once represented Middlesbrough's strength, have now largely become surplus to requirements in their original form, and need to be rationalised or repurposed.
- 4.24 Although all town centres (and particularly those in the North) have been badly affected by these changes in consumer patterns, Middlesbrough Town Centre has several structural elements that were once an advantage but now represent barriers to its future sustainability. The Town Centre Strategy is therefore more targeted to addressing these structural challenges than previous iterations of town centre plans, which were more focused on just improving the user experience.
- 4.25 As the role of the town centre evolves there is also a need to ensure that changes are being made with a view to a long term future, and this will be achieved by targeting the focus on **making Middlesbrough Town Centre the UK's most creative town centre for young people to live, learn, and realise their future.**
- 4.26 This focus on young people (reflected from the Place Strategy) will ensure that the changes made are forward looking, rather than trying to recapture its former structure and role. The focus on culture and creativity also reflects the aspirations around the

Turner Prize events of 2026/27 and the 2029 City of Culture bid, along with the events being staged in the run up to that.

- 4.27 As with the Place Strategy, the Council will play a key role in delivering the stated objectives, through actions across the work programmes of different directorates, and where appropriate these will be detailed in additional reports to be brought before Executive.

Objectives & Summary

- 4.28 Middlesbrough's Town Centre is of critical importance both locally and in terms of its function as a major focal point for the Tees Valley economy. Town Centres do not perform the same functions which they used to, they compete with online vendors and they need to adapt to emerging and future consumer trends, in order to stay relevant and active.
- 4.29 Middlesbrough needs to make some major structural changes both economically and in the built environment to ensure that the balance of commercial activity is fit for the future and that the town centre areas are attractive, safe, appealing and alive with plenty of things to see and do.
- 4.30 We need to reshape the economic balance of the town centre further away from an oversupply of redundant retail floorspace; we need to clear and demolish some of the older buildings which do not lend themselves to repurposing; we need to create new public spaces for people to enjoy; we need to provide modern retail stock which meets retailer demands; we need to embed leisure, hospitality, creativity and the arts at the centre of our town centre offer; we need to guarantee safe and secure public spaces for everyone to enjoy; and, we need to drive employment in our digital, creative and professional services sectors, into the heart of Middlesbrough town centre.
- 4.31 The primary objectives of Middlesbrough's Town Centre Strategy are:
- a) *Town Centre diversification* – shopping will always be part of Middlesbrough Town Centre however, we will work to make a shift in our overreliance on the retail economy by bringing more public services to the town, continue to make Captain Cook Square a primary leisure destination, bring Out of Town shopping back Into Town, focus premium shopping towards the Hillstreet Centre and consolidate the town centre estate and major retail assets.
 - b) *Cleared and repurposed surplus property* – Where town centre properties are end-of-life or surplus, we will prioritise the acquisition and clearance of these sites to make way for new public spaces, redevelopment or repurposing.
 - c) *Public spaces, events and animation* – The town centre will capitalise on current and new assets to create fun and imaginative spaces. This will include the development of a new major theatre facility, events and activities and offer, free

and affordable spaces for all ages and this will be underpinned by interventions designed to reclaim our public spaces by enhancing safety and security.

- d) *Urban Communities* – People living and working in a Town Centre increases footfall, consumer demand and animation of our central areas. Residential developments in adjacent areas of Greham and Middlehaven will be driven forward to enliven the town centre with residents and workers living nearby.
- e) *Investment Zone* – Being part of the only Digital and Creative Investment Zone in the UK unlocks up to £160m of investment to drive the growth of businesses and build a new commercial economy in the heart of Middlesbrough. We will focus the priorities of this programme to enhance our digital and creative sectors, make use of novel town centre spaces for business accommodation and underpin our sector specialisms in new technologies, creativity and professional services.

Investment Prospectus

- 4.32 Once a clear strategic direction has been set, and key organisations have determined the nature of their involvement in delivering the changes that are needed, there will be a collective need to lobby externally for funding for specific projects. Collectively there is a need to set out a compelling case to commercial funders, trusts and the Government that allocating their resources in Middlesbrough would not only help deliver specific projects, but also contribute to the delivery of the wider stated objectives. The business case for investment would therefore be able to demonstrate how the outputs of the specific project would also contribute to the outcomes being sought within the wider Place Strategy. It would also set out clearly the context within which individual investments are being made.
- 4.33 An Investment Prospectus has therefore been developed that will act as a lobbying tool in relation to funding, but also to give more specific detail to both the Town Centre Strategy and the Place Strategy itself. It will be the more dynamic document of the ambitions presented, as projects will inevitably evolve as they are either funded or superseded by others. Initial versions of the Investment Prospectus may also be limited by how specific they can be with respect to commercial assets. There is a need within the strategy to acquire, demolish or remodel certain types of floorspace, but the balance will need to be found within the Investment Prospectus between providing clarity, and unduly influencing the values of targeted properties.
- 4.34 The key projects featured in the Investment Prospectus include:
- a) The development of a new community with over 2,000 new homes at Middlehaven
 - b) The development of a new community at Gresham
 - c) Removing redundant retail floorspace and focusing premium retail activity around the Hillstreet Centre
 - d) Removing significant amounts of end-of-life office floorspace
 - e) Providing 'Out of Town' retail opportunities within the town centre
 - f) Development of a major new theatre venue on the Civic Centre site

- g) Development of a new hotel in Gurney House to bolster the existing cluster
- h) Making the town centre a creative canvas to be 'playable' for young people
- i) Creation of major urban spaces to replace redundant retail/office floorspace and improve connectivity
- j) Development of high-quality bus Super Stops to change how people use public transport
- k) Creation of a major Taxi Hub to provide taxi users with a better experience
- l) Development of a cultural department store concept known as 'House of Art'
- m) Establishment of an Academic Centre of Excellence for Surgery at JCUH
- n) Provision of major new housing site opportunities at Newham Hall
- o) Supporting the commercial purchase of existing residential empty properties

4.35 The projects featured in the Investment Prospectus represent those that are required to fundamentally change the underlying structure of the town and the town centre, and as such are aspirational. Some will naturally be delivered more easily than others, and the nature of some projects may also evolve over time. The document therefore sets out a menu of options for potential investors/funders, and a tangible plan to reshape the economic foundations. It provides comfort to developers, investors and public funders when they are making their own investment decisions and is a clear demonstration against progress against strategic priorities and commitments.

5. Ward Member Engagement if relevant and appropriate

5.1 The Place Strategy covers all wards and as such has not been the subject of specific consultation with ward members at this stage.

6. Other potential alternative(s) and why these have not been recommended

6.1 The following options have been considered in the preparation of this work:

Do Nothing

6.2 Middlesbrough continues to face challenges in almost every area, and the issues faced by many of its residents continue to become more acute and complex. Although the efforts of the Council and other partner organisations will always have some positive impact, not developing a collaborative and targeted strategy would risk maintaining the current situation and potentially falling further behind other places taking a bolder approach. This option has been rejected as it would not offer Middlesbrough the best chance of improving outcomes.

Develop a Council Led Strategy

6.3 It is recognised that the Council does not have the same level of influence or resources that a partnership of the key organisations in the town would collectively possess. Developing a standalone Council Strategy would potentially make a significant difference to the town, but it cannot be expected to achieve the same level of change that a collective, collaborative strategy would. The joint working potential with a partnership strategy is much greater, as is the likely impact of multiple organisations acting in the same direction. This option has therefore been rejected.

Develop a Fully Comprehensive Partnership Strategy

6.4 There are two areas where the strategy could be expanded – by extending the scope to cover every aspect of life in Middlesbrough, or by not focusing on younger people and ensuring that all people are considered equally. These options have been rejected as a strategy that tries to cover every aspect of life in Middlesbrough would inevitably be less focused, and potentially unwieldy. Previous strategies attempting to cover every aspect have been prepared by partnerships seeking to influence every issue, but have lacked the focus to enable a clear direction to be set. Such comprehensive strategies tend to have limited impact. The approach of focusing directly on younger people has been agreed by the partnership to ensure that a different path is taken to previous iterations of strategies that again try to address every issue for everyone and as a result lack any real impact or focus. By viewing the town through the eyes of younger people it is anticipated that any improvements the strategy delivers would still, ultimately, benefit everyone.

7. Impact(s) of the recommended decision(s)

Topic	Impact
Financial (including Social Value)	The Council does not directly expose itself to any financial commitment or undertaking through the voluntary adoption of the Place Strategy. In the Revised Capital Programme for 2026/27 to 2029/30 contained within the Quarter One 2026/27 Integrated Performance and Finance Forecast Year End Outturn report to this Executive, £3m has been allocated for the Civic Centre Site Redevelopment and £2.279m for the Middlesbrough Investment Prospectus, subject to business cases. Other investment and initiatives which arise from the Town Centre Strategy and Investment Prospectus would require third-party and Council resource, and additional Executive or Council approvals would be sought for budgetary matters above the approved thresholds.
Procurement	Adopting the Place Strategy and its associated documents does not require any procurement activity. Any projects or procurements arising from the principles of this strategic framework, would be procured as per the Council's adopted contract regulations.
Legal	Legal to provide support to ensure that any sharing of data between partner organisations in the development of the strategy complies with all data protection legislation and duties of confidentiality. Any collaboration arrangements, projects, investments or initiatives which arise from the development of this strategy will be brought to the appropriate decision making body for

	approval and reviewed separately to ensure legal compliance.
Risk	There are no direct risks associated with adopting the Place Strategy. Each element detailed in the Investment Prospectus will bring specific risks once they become live projects, but these will require further Executive reports prior to their commencement.
Human Rights, Public Sector Equality Duty and Community Cohesion	The Place Strategy seeks to improve the town through a focus on young people. The intention is that the improvements driven by the strategy ultimately benefit everyone and bring communities together in a more collaborative way.
Reducing Poverty	The Place Strategy seeks to improve the town through a focus on young people. The intention is that the improvements driven by the strategy ultimately improve the overall economic sustainability of the town, raise skill levels and provide opportunities for residents. This will be critical to wider efforts to reduce poverty.
Climate Change / Environmental	The Place Strategy seeks to improve the town through a focus on young people. This is likely to drive a longer term view when planning activities and interventions, with a greater focus on sustainability.
Children and Young People Cared for by the Authority and Care Leavers	The Place Strategy seeks to improve the town through a focus on young people. This will include a greater focus on ensuring the right skills, opportunities and environment are available for people cared for the authority. Many care leavers and people currently in the care system were involved in the engagement activities undertaken as part of the preparation of this strategy.
Data Protection	There are no direct data protection issues arising from the adoption of the strategy, but further joint working and collaboration between partner organisations may require a different approach to data sharing than has previously been taken.

Actions to be taken to implement the recommended decision(s)

Action	Responsible Officer	Deadline
Develop business case proposals for Investment Prospectus projects	Corporate Director of Regeneration and Housing	March 31 st 2027
Present Investment Prospectus to external bodies to set out wider context	Corporate Director of Regeneration and Housing	March 31 st 2027
Present Annual update to Executive on delivery of the Place Strategy	Corporate Director of Regeneration and Housing	Annually from September 2027

Appendices

1	Place Leaders Partnership Terms of Reference
2	Middlesbrough Place Strategy
3	Middlesbrough Investment Prospectus

Background papers

Body	Report title	Date
N/A		

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