

PLACE LEADERS PARTNERSHIP TERMS OF REFERENCE

Aim: Middlesbrough requires a new framework which coherently reflects:

- i. the current and future issues of local importance;
- ii. the various policy instruments, services and regeneration structures (Mayoral Development Corporation (MDC), Levelling Up Partnerships (LUPs) etc;
- iii. a compelling offer to represent Middlesbrough for investment and employment;
- iv. Middlesbrough's bespoke requirements - and the underlying factors which are barriers to growth; and,
- v. a collaborative, widely-endorsed and universally-owned regeneration framework for all businesses, residents, partners and institutions to align to.

The Place Leaders Partnership will aim to produce a consolidated strategy which clearly sets out Middlesbrough's unique requirements and objectives for transformation. It should represent the 'go to' document for any organisation to refer to tell Middlesbrough's story, articulate our ambitions and clearly set out what we will ALL do to achieve our collective aims.

Rather than opportunistically pivot from national funding programme to national funding programme, compromising local priorities to fit funding criteria, this framework will set out WHAT needs to change, WHY we need change and HOW we will achieve change – a clear picture of our local requirements and a basis on which to influence regional and national policy development, to enable our vision.

The work of the partnership will begin with sharp focus in the first instance on the development of a co-designed Regeneration framework that will:

- i. be developed over a period of 12 months (task and finish);
- ii. be widely consulted upon and inclusively developed;
- iii. be based on the participation of senior institutional stakeholder leadership across Middlesbrough (decision makers with the ability to affect and embed change); and,
- iv. produce the definitive five year regeneration strategy for Middlesbrough.

The Place Leaders Partnership will run in parallel with, but will not assume the responsibilities of, the extant Town Deal Board. This body will continue to deliver its current remit and objectives, of the Town Deal financial settlement – to March 2026.

The Place Leaders Partnership will debate the strategic economic issues of the day and develop meaningful strategies and policy responses; with the aim of directing effort and resources of major strategic institutions and local economic actors.

The group will comprise a smaller number of senior institutional leaders and will advise the policy framework for the growth of Middlesbrough's economic and social infrastructure. Ideally, the group will advise the strategic plan for the area as a co-designed local strategy framework



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which will pre-emptively inform bids to major national, and sub-regionally devolved, funding programmes.

It is envisaged that the memberships will be limited to leading institutional stakeholders, albeit subject area specialists may be periodically invited, as required.

Associate Members will have no voting rights and will include:

- a) Nominated officials and representatives
- b) Area Lead Tees Valley MHCLG
- c) Chief Executive of Middlesbrough Council

Sub-groups will be formed at the discretion of the Place Leaders Partnership on an adhoc basis to gather information for a specific issue / policy area, or on a Task-and-Finish basis. This process will call on broader disciplines and specialist stakeholders, as appropriate.

This group will not be an official committee of Middlesbrough Council and will be a private collective of key stakeholders. The group will be encouraged to publish meeting minutes and reports but not mandated to do so. Similarly, as a policy development group, it is not envisaged that it would be subject to Freedom of Information (FIO) requests.

This proposal is made not to reduce transparency or obfuscate scrutiny, rather to allow this new strategic body the space to explore matters with confidence and freedom. The important distinction is that the board would be free to publish any materials, but would not be mandated to do so. This will remain the principal body for advising and steering economic strategy and policy in Middlesbrough. There will also be no mandated memberships.

Outputs and Performance

- Collectively-endorsed Economic Growth Strategy to comprise:
 - Recognition of, and alignment to, the Local Plan agreed spatial masterplan.
 - The development of an Investment prospectus 2.0.
 - Town Centre Strategy
 - Strategic alignment to the Mayoral Development Corporation (MDC) Masterplan
 - Cultural Development

The above outputs will include a cross-cutting theme of how each of the above policy frameworks can maximise Social Value and Inclusion, for the businesses and residents of Middlesbrough.

Additional performance metrics may include:

- Increase weekly incomes by place of residence
- Increase GVA per capita
- Increased tourism rates
- Increased adult population level three and above



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- Health outcomes improved
- Talent retention – halting the graduate / specialist drain
- Mosaic profiles – who are we targeting – what does a functional economy look like
- Business start up and growth rates
- Any other proxy or ad hoc metrics the board deem appropriate
- Develop a vision for what good looks like in terms of a transformed Middlesbrough economy, including:
 - A professional economy which develops young talent and local career development; with the opportunity to establish roots and retain talent.
 - A skilled population which attracts inward investment and meets local industrial growth needs.
 - A vibrant social and leisure lifestyle where attractive spaces are animated and alive.
 - Opportunities for vulnerable children and adults to be economically-active and ambitious.
 - An inclusive economy which reflects the rich cultural heritage of Middlesbrough.

Responsibilities:

1. Provide a strategic vision for creating the right place to live, work and play within, to achieve improvements for the following priority areas, including:

Place

- a) Economic Development, Productivity and Growth – growing GVA, Incomes and Outputs.
- b) Spatial Master planning – representing a Local Plan consultative role.
- c) Considering Infrastructure requirements to underpin mobility and economic drivers.
- d) Industrial Strategy – targeting and prioritising strategic and future growth sectors.
- e) Town Centre Strategy – considering mitigation for retail decline and repurposing town centres with a new role.
- f) Crime and anti-social behaviour – addressing poor perceptions and damaged confidence of businesses and residents.
- g) Communications and tackling stereotypes – Considering meaningful measures for enhanced place marketing and proper engagement with businesses and residents.
- h) Urban Housing – the role and scale of the housing offer in our urban areas.
- i) Developing a unique selling point for Middlesbrough, capturing our economic role in the Tees Valley and prioritising economic activities which build upon our comparative advantage and special characteristics.



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- j) Development of a compelling inward investment proposition which can excite, inflame and attract new businesses to enter the local economy.
- k) Transformational change and addressing market failures – ensuring that effort and resource genuinely shift our market deficiencies and provides a commercial landscape which is less reliant on subsidy or public support.

People

- a) Addressing the skills gap of the resident population and supporting the skills pipeline for new and emerging industries.
- b) Improving employability of local residents and ensuring that the benefits of economic growth measures are reflected with increased resident opportunities.
- c) Social value contracting measures and the strength of the multiplier effect on local trades and businesses.
- d) Apprentice levy utilisation – latent underuse of this key resource – can this be deployed to greater effect.
- e) Crime and anti-social behaviour – addressing the material and social issues which blight our communities, businesses and economic potential.
- f) Resident and business engagement – engage and consult in a meaningful way, where views are acknowledged and challenged, with the opportunity for participatory budgeting and codesign.
- g) Vulnerable people – how do we share economic opportunity with the most deprived or vulnerable in society and make a generational change in prosperity and aspirations.
- h) Embed a Resident-Centred-Approach to policy measures, economic interventions and the services we provide. Do we listen? Do we hear?
- i) Inclusivity and opportunity – to ensure that economic opportunity is not limited to any Middlesbrough resident – particularly those with protected characteristics – and ensure that opportunity is not limited by background or deprivation.

Meeting arrangements:

1. The Place Leaders Partnership will initially meet for a series of scoping workshops.
2. The Place Leaders Partnership will meet quarterly – unless otherwise agreed.
3. Middlesbrough Council will provide secretariat support for the Place Leaders Partnership.
4. Meetings will be held in person and it is critical that, in the event of inability to attend, that substitutes are sent which are empowered and have authority to agree substantive issues.

Membership:

1. Cleveland Police – Deputy Chief Constable – Victoria Fuller
2. Mayor of Middlesbrough – Chris Cooke
3. Middlesbrough Mayoral Development Corporation – Bev Bearne



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4. Health Lead – ICB – Martin Short
5. Teesside University – Paul Croney
6. Middlesbrough College – Zoe Lewis
7. DLUHC representative - TBC
8. Chamber of Commerce – Rachel Anderson
9. Business - AV Dawson – Gary Dawson
10. Business – Behaviour UK – Bob Makin
11. Faith leadership – TBC
12. MVDA / VCSE – Bini Araia The International Centre
13. Football Club – Helena Bowman
14. Cultural Partnership – Anna Byrne

Voting:

- i. Decisions will be voted upon, with a simple majority carrying any vote.
- ii. The Chair has voting rights and the casting vote, in the event of a tie.
- iii. Quorate membership attendance for decision making is three members.

Confidentiality:

- i. Members may, from time to time, be presented with commercially sensitive and confidential information. Each member will be expected to treat such information in strict confidence. Members will be clearly notified when such information is being shared.

