

**Report of:** Andy Preston - The Elected Mayor of Middlesbrough  
Tony Parkinson - Chief Executive

**Submitted to:** Executive - 11 May 2021

**Subject:** Strategic Plan 2021-24: Approach to Delivery

### Summary

### Proposed decision(s)

That the Executive approves the Strategic Plan workplan and associated outcomes, to assure achievement of the Council's strategic priorities for the 2021-24 period.

That Executive approves the inclusion of all Recovery works and activities within the Strategic Plan 2021-24 workplan.

That Executive agrees the delegation of approval for minor amendments to in-quarter timescales to the Chief Executive.

| <b>Report for:</b> | <b>Key decision:</b> | <b>Confidential:</b> | <b>Is the report urgent?</b> |
|--------------------|----------------------|----------------------|------------------------------|
| Decision           | No                   | No                   | No                           |

### Contribution to delivery of the 2021-24 Strategic Plan

| <b>People</b> | <b>Place</b> | <b>Business</b> |
|---------------|--------------|-----------------|
|---------------|--------------|-----------------|

The report demonstrates the overarching approach to delivering the Strategic Plan for the 2021-2024 period.

### Ward(s) affected

Implementation of the Council's strategic priorities will positively impact on all wards in Middlesbrough.

## What is the purpose of this report?










1. Following approval of the refreshed Strategic Plan 2021-24 by Council on 24 February 2021, this report seeks the Executive's endorsement of the Strategic Plan workplan and associated outcomes, to assure achievement of the Council's strategic priorities for the 2021-24 period.

## Why does this report require a member decision?

2. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.

## Report Background

3. On 24 February 2021, full Council approved a Strategic Plan for the 2021-24 period, setting out nine strategic priorities:

| Priority   | Description  |
|--|--|
|  <b>Children and young people</b>         | 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.   |
|  <b>Vulnerability</b>                    | We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support those made vulnerable.                           |
|  <b>Crime and anti-social behaviour</b> | We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.   |
|  <b>Climate change</b>                  | We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.   |
|  <b>COVID-19 recovery</b>               | We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.              |
|  <b>Physical environment</b>            | 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. |
|  <b>Town centre</b>                     | We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.        |
|  <b>Culture</b>                         | We will invest in our existing cultural assets, create new spaces and events and improve access to culture.  |
|  <b>Quality of service</b>              | 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.            |

4. Focus on these priorities will provide the best opportunity to secure sustained improvements in the following outcomes, up to and beyond 2024:
  - Crime and ASB
  - Residents feeling safe
  - Measure of protected space
  - Proportion of brownfield development
  - Tree coverage
  - Life satisfaction
  - Recycling levels
  - OFSTED outcomes
  - Adult Social Care measures
  - Town centre visitors
  - New homes built
  - Affordable homes
  - Road conditions
  - Street warden activity
  - Dementia friendly businesses
  - Town centre vacancy rates
  - Festivals and events
  - Inward investment
  - Council spending with local businesses
  - Satisfaction with the Council
  - Satisfaction with Middlesbrough as a place to live
  - Employment
  
5. To ensure focus upon and strengthen delivery of the above outcomes, a supporting workplan has also now been developed, bringing together all current and planned activity in support of the Council's strategic priorities.
  
6. The proposed workplan is set out at Appendix 1 for consideration and approval. In developing the workplan consideration was given to the outcome of the 2020 Let's Talk consultation exercise, with further activity being added to improve the following, which in turn will contribute to improved performance against the aforementioned outcomes:
  - residents feeling safe outside after dark;
  - local satisfaction with road and pavement maintenance;
  - local satisfaction with street cleaning; and
  - residents speaking positively about the work of the Council.
  
7. Activity within the workplan will either adhere to the corporate Programme and Project Management Framework, or have robust milestone plans to be assessed against.
  
8. Progress against delivery of the workplan will be monitored on a monthly basis and reported to all members quarterly via all-member briefings and as part of the quarterly Strategic Plan update reports to Executive and Overview and Scrutiny Board.
  
9. In November 2020, as a result of a surge in cases of COVID-19, nationally imposed restrictions and the resulting impact on the local approach to Recovery, Executive approved the Council's revised approach to COVID-19 Recovery and noted the updated Recovery metrics and measures.
  
10. Also agreed, was the delegation of approval for minor amendments to in-quarter timescales against Recovery metrics and measure timescales via the Recovery Group, with any significant variation to approach or deliverables, to be reported to and seek approval via the quarterly Strategic Plan progress reports to Executive.
  
11. Following this approval, work was undertaken to ensure revised metrics were reflective of the longer-term considerations for Recovery. As such, a decision was taken by the Recovery Group on 7 January 2021 in-line with its delegated authority to pause all

Recovery sub-group meetings and associated activities until the impact of national lockdown upon Middlesbrough was fully understood, at which point Recovery approaches and priorities will be revisited / revised, where appropriate.

12. As identified within the 16 February 2021 Strategic Plan 2020-23 – Progress at Quarter Three 2020/21 Executive report, a further update will be provided as part of the Year-End Strategic Plan progress report with further changes to arrangements proposed, if appropriate / required.
13. As one of the nine strategic priorities, it is proposed that all associated Recovery works and activities will be subsumed within the Strategic Plan 2021-24 workplan, be subject to the same governance process and reported via the arrangements outlined in paragraph 8.

#### **What decisions are being asked for?**

14. That the Executive approves the proposed Strategic Plan workplan and outcomes to assure achievement of the Council's strategic priorities for the 2021-24 period.
15. That Executive approves the inclusion of all Recovery works and activities within the Strategic Plan 2021-24 workplan and notes its proposed adherence to the monitoring and governance arrangements, as outlined in this report.
16. That Executive agrees the delegation of approval for minor amendments to in-quarter timescales to the Chief Executive. Any significant variation to approach or deliverables, will be reported to and seek approval via the quarterly Strategic Plan progress reports to Executive.

#### **Why is this being recommended?**

17. To provide the necessary detail to demonstrate robust delivery plans of the Council's strategic priorities and assurance of the associated governance.

#### **Other potential decisions and why these have not been recommended**

18. It is imperative that the Council effectively articulates and communicates an overarching plan which directs activity across Directorates towards the achievement of its strategic priorities. As such, no other options were considered.

#### **Impact(s) of recommended decision(s)**

##### **Legal**

19. Implementation and delivery of the Strategic Plan will enable the Council to operate within the resources available to it, and continue to meet its various statutory duties, including the overarching Duty of Best Value

##### **Financial**

20. The Strategic Plan and the Council's annual revenue and capital budgets are developed in parallel to ensure full alignment between the Council's priorities and its spending plans.

21. The majority of activity outlined in the workplan is budgeted for within the Council's 2021/22 revenue and capital budgets. The following activity outlined in Appendix 1 may require additional funding to be identified and this will be outlined in future reports to the Executive:

- Increase CCTV in public areas / Council facilities to prevent and detect crime and ASB, improving public confidence in the Council
- Deliver the Green Strategy to meet Government targets for greenhouse gas emissions and make Middlesbrough more climate resilient and minimise the environmental impact of Council services in future.
- Commercial and residential development of west and south side Middlehaven sites
- Develop new Middlesbrough Council headquarters

### **Policy framework**

22. The Strategic Plan forms part of the Council's Policy Framework and has been agreed by Full Council. This report sets out the detail of approach to delivery.

### **Equality and diversity**

23. The Strategic Plan was subject to Level 1 (screening) equality impact assessment, which identified that no negative differential impacts on diverse groups and communities within Middlesbrough were anticipated from the delivery of strategic priorities.

24. The strategic priorities relating to vulnerability, crime and anti-social behaviour and COVID-19 recovery will be adopted as the Council's equality objectives for the period to 2024, in line with the requirements of the Equality Act 2010.

25. The activity within the supporting workplan has been impact-assessed separately and is attached at Appendix 2. Again, no negative differential impacts on diverse groups and communities within Middlesbrough are anticipated from the delivery of the workplan.

26. Where activity requires further decisions from the Executive this will be impact-assessed separately and outcomes outlined in the associated reports.

### **Risk**

27. The proposed Strategic Plan sets out a range of activity to address the key risks set out within the Council's Strategic Risk Register, which is reported to the Executive on a quarterly basis.

### **Actions to be taken to implement the decision**

28. Subject to the Executive's endorsement, the proposed Strategic Plan workplan and associated governance arrangements will be implemented with immediate effect and all associated reports will be included in the Council's forward work programme.

### **Appendices**

- 1 Strategic Plan 2021-24 – workplan
- 2 Strategic Plan 2021-24 – workplan impact assessment

## Background papers

24/11/2020 Executive Revised approach to COVID19 Recovery  
16/02/2021 Executive Strategic Plan 2020-23 – Progress at Quarter Three 2020/21  
24/02/2021 Council Strategic Plan 2021-24

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