

Appendix 1: Strategic Plan 2021 – 24 workplan

Children and young 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.		Lead Directorate	Delivered by
	CYP 01	Deliver the Children's Services Improvement Plan to achieve OFSTED rating of 'Requires Improvement'	CC	Jul-23
	CYP 02	Increase attainment and attendance levels and reduce exclusions for all children across Middlesbrough	EDUC	Aug-21
	CYP 03	Deliver the Youth Justice Plan to reduce re-offending, safe and effective use of custody and reducing the number of first time entrants	EDUC	Jul-21
	CYP 04	Ensure high achievement for all from the early years, by closing the gaps for the most vulnerable and focusing on Key Stage 4 outcomes	EDUC	Sep-21
	CYP 05	Target young people who are NEET and provide support to progress into education, employment and training opportunities	EDUC	Dec-21
	CYP 06	Ensure the best start in life for Middlesbrough children by reducing early health inequalities, with a focus on the first 1001 days of life	PH	Mar-22
	CYP 07	Develop a universal, town-wide Children and Young People's strategy that will aim to improve the lives of all children	CC	TBC
Vulnerability	We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support the vulnerable.		Lead Directorate	Delivered by
	VUL 01	Deliver and extend the 50 Futures programme 2020 - 2022 to provide meaningful work experience opportunities for Middlesbrough residents who find it most difficult to gain employment	EDUC	May-21
	VUL 02	Implement Locality Working pilots in Newport and North Ormesby wards, working with partners and services to address key priorities and issues for residents to consider within Council's new operating model	ECS	Aug-22

	VUL 03	Further develop the ' Dementia Friendly' Middlesbrough programme to improve the wellbeing of individuals with dementia and their carers, connecting communities and business	ASC HI	Mar-22
	VUL 04	Achieve 'Age Friendly Communities' status, thereby reducing the prevalence and impact of loneliness and isolation in Middlesbrough	ASC HI	Mar-24
	VUL 05	Launch and deliver an integrated model of support for Middlesbrough, bringing together services for domestic abuse, homelessness and substance misuse and development of mental health partnership provision, through the vulnerable persons model	ASC HI	Mar-24
	VUL 06	Create and deliver a strategy to increase digital inclusion for children, young people and adults across Middlesbrough	REG	TBD
	VUL 07	Develop and deliver an improved offer of support for addiction recovery through employment, housing and social / community re-integration	PH	Mar-23
Crime and anti-social behaviour	We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.		Lead Directorate	Delivered by
	ASB 01	Develop and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough	ECS	May-22
	ASB 02	Increase CCTV in public areas / Council facilities to prevent and detect crime and ASB, improving public confidence in the Council	ECS	May-23
	ASB 03	Increase Street Warden enforcement activity and provision of advice and education to residents to reduce levels of environmental crime and ASB	ECS	Apr-22
	ASB 04	Deliver a targeted education and enforcement programme in conjunction with Police and Fire Safety partners to reduce crime and ASB	ECS	Jan-23
Climate change	We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.		Lead Directorate	Delivered by
	CCH 01	Deliver a town-wide programme of education, increasing recycling levels in Middlesbrough	ECS	Dec-22

	CCH 02	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.	ECS	TBD
	CCH 03	Work with partners to identify community growing sites, providing skills development to 'Grow Your Own Food', contributing to Middlesbrough's bid for the Sustainable Food Cities Gold Award in 2022	ECS	Sep-23
	CCH 04	Work towards achievement of Tree City Status, demonstrating responsibility and management of town tree stock	ECS	Sep-21
	CCH 05	Plant an additional trees 20,000 trees across the town by 2023, improving air quality	ECS	Mar-23
	CCH 06	Explore the potential to designate sites across the town as a local wildlife / nature reserve, increasing biodiversity in Middlesbrough	ECS	Oct-21
	CCH 07	Develop an Urban Farm (in conjunction with Camphill Trust) to improve the physical environment and provide additional training opportunities for vulnerable residents across Middlesbrough	REG	May-22
COVID-19 recovery	We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.		Lead Directorate	Delivered by
	CVD 01	Delivery of the Council's COVID19 Recovery Plan to enable individuals, families, communities and business across Middlesbrough achieve a proper level of functioning, post-Pandemic	ALL	TBC
	CVD 02	Ensure effective Council response to immediate issues of COVID19 impacting upon individuals, families, communities and business	ALL	TBD
Physical environment	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.		Lead Directorate	Delivered by
	PEN 01	30,000m2 of wildflower planting across Middlesbrough green spaces and land to benefit local wildlife and improve the physical appearance of the town	ECS	May-21
	PEN 02	Implement an annual pothole maintenance programme across the town, consistently improving road conditions	ECS	Mar-24

	PEN 03	Introduction of community environmental initiatives improving local environmental standards	ECS	Apr-22
	PEN 04	Implement a community grant scheme, providing funding to improve the physical environments of residential alleyways to create a useable community space / asset	ECS	Feb-22
Town centre	We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.		Lead Directorate	Delivered by
	TOC 01	Development of central Middlehaven for 60,000 sq. ft. of commercial space (Boho X), 400+ housing units and restoration of the Old Town Hall and Captain Cook Pub	REG	Aug-26
	TOC 02	Repurposing of Captain Cook Square and House of Fraser for leisure and commercial use	REG	Mar-22
	TOC 03	Commercial and residential development of west and south side Middlehaven sites	REG	Mar-26
	TOC 04	Installation of a town-wide lighting scheme, highlighting key buildings and landmarks to improve the physical appearance of the town	ECS	TBD
Culture	We will invest in our existing cultural assets, create new spaces and events and improve access to culture.		Lead Directorate	Delivered by
	CUL 01	Improve Teesaurus Park, re-establishing its purpose as a visitor attraction and recreational facility	REG	Sep-21
	CUL 02	Create an expanded programme of festivals and events to raise the cultural profile of Middlesbrough	REG	Mar-23
Quality of service	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.		Lead Directorate	Delivered by
	QOS 01	Encourage community participation in the development of Council plans and initiatives, increasing community cohesion and resilience	LGS	Jul-21
	QOS 02	To secure additional funding and improve the condition of the Council's operational estate and highways infrastructure	ECS	TBC

	QOS 03	Evolve corporate website into a 'digital platform', increasing online transactions where appropriate, and making the site more personalised and even easier to use	LGS	Nov-22
	QOS 04	Develop new Middlesbrough Council headquarters	REG	Jul-22
	QOS 05	Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection levels	FIN	Jan-22
	QOS 06	Stimulate investment in our local economy through procurement opportunities and the promotion of our buy local initiative	FIN	Mar-22
	QOS 07	Provision of a new resident-led community facility at Southlands and Nunthorpe	REG	Nov-22
	QOS 08	Deliver sound business management practice through the delivery of the asset disposal policy framework, ensuring best value is achieved and the benefit of disposals are shared with local communities	FIN	Mar-22

TBD = Further milestones / plans to be developed and approved. End date is therefore uncertain, at this point.