

## EXECUTIVE

|                                                  |
|--------------------------------------------------|
| <b>Date:</b> Wednesday 8th July, 2026            |
| <b>Time:</b> 5.00 pm                             |
| <b>Venue:</b> Mandela Room (Municipal Buildings) |

## AGENDA

### 1. **Welcome, Fire Evacuation and Recording of Meetings**

*In the event the fire alarm sounds for more than 10 seconds attendees will be advised to evacuate the building via the nearest fire exit and assemble at the Bottle of Notes opposite MIMA.*

*Members of the public have the right to film, record or photograph public meetings. If you intend to do so, please advise the Chair of this intention. You may be asked to stop filming, photographing or recording a meeting if the Chair feels that the activity is disrupting the meeting.*

### 2. **Apologies for Absence**

*To receive any apologies for absence.*

### 3. **Declarations of Interest**

*Members are asked to declare any interests in the items under consideration and in doing so state:*

*(1) the type of interest concerned:*

- *Disclosable Pecuniary Interest (DPI) or*
- *Non-Pecuniary Interest (including personal or prejudicial interest)*

*(2) the nature of the interest concerned.*

*If any member requires advice on declarations of interests, they are advised to contact the Monitoring Officer in advance of the meeting.*

4. **Minutes - Executive - 10 June 2026** 7 - 20

*To receive the minutes of the previous meeting.*

5. **Announcements from the Mayor**

*To receive any announcements from the Mayor.*

6. **Questions from Members of the Public (if any)**

*To receive questions from members of the public.*

7. **Questions from elected Members (if any)**

*To receive questions from elected Members.*

8. **Matters referred from Scrutiny or Council (if any)**

*To consider reports of Overview and Scrutiny Board following the Call-In process or Council following the Budget setting process.*

9. **Reports from the Overview and Scrutiny Board or a Scrutiny Panel (if any)**

*To receive any reports from the Overview and Scrutiny Board or Scrutiny Panels.*

10. **Reports from Member Bodies which are the responsibilities of the Executive**

*To note.*

## **THE MAYOR**

11. **Making Middlesbrough Thrive** 21 - 30

*For decision.*

12. **Wholly and Partly Owned Council Companies Policy** 31 - 52

*For decision.*

13. **Data Protection Policy and Direct Marketing and Cookies Policy** 53 - 72

*For decision.*

#### **EXECUTIVE MEMBER - ENVIRONMENT AND SUSTAINABILITY**

14. **Stainton Way Highway improvements** 73 - 98

*For decision.*

#### **EXECUTIVE MEMBER - FINANCE**

15. **Medium Term Financial Plan (MTFP) update and 2027/28 Budget Development approach and Timetable** 99 - 120

*For decision.*

16. **Prudential Indicators and Treasury Management Outturn - 2025/26** 121 - 138

*To note.*

#### **EXECUTIVE MEMBER - NEIGHBOURHOODS**

17. **Making Middlesbrough Town Centre Safer for People and Business** 139 - 326

*For decision.*

18. **Any other urgent items which in the opinion of the Chair, may be considered.**

Charlotte Benjamin  
Corporate Director of Legal and Corporate Services

Town Hall  
Middlesbrough  
Tuesday 30 June 2026

## MEMBERSHIP

Mayor C Cooke (Chair) and Councillors I Blades, T Furness, P Gavigan, L Henman, J Rostron, J Ryles, P Storey and N Walker

### **Assistance in accessing information**

The documents referred to on this agenda may be downloaded from the Council's Website: [Committee structure | Middlesbrough Council](#)

**Should you have any queries on accessing the Agenda and associated information, such as alternative formats, please contact Scott Bonner, 01642 729708, [scott\\_bonner@middlesbrough.gov.uk](mailto:scott_bonner@middlesbrough.gov.uk)**

## INFORMATION ABOUT MIDDLESBROUGH COMMITTEE MEETINGS

### Venue Accessibility

All Committee Rooms are located on the first floor of Municipal Buildings (Town Hall). There is restricted disabled access to the first floor via a lift.

There is no on-site parking at Municipal Buildings. A map of town centre parking is attached below. A full map of town centre parking can be found on the Council's website: [Middlesbrough town centre parking plan - October 2025](#)



This page is intentionally left blank

This document was classified as: OFFICIAL  
**EXECUTIVE**

A meeting of the Executive was held on Wednesday 10 June 2026.

**PRESENT:** Mayor C Cooke (Chair) and Councillors I Blades, T Furness, P Gavigan, L Henman, J Rostron, J Ryles, P Storey and N Walker

**PRESENT BY INVITATION:** Councillors L Young (Chair of Overview and Scrutiny Board, D Branson (Chair of Place Scrutiny Board) and J Kabuye (Chair of Adult Social Care and Health Scrutiny Panel)

**ALSO IN ATTENDANCE:** D.Hodgson (Local Democracy Reporting Service)

**OFFICERS:** S Bonner, M Brown, M Adams, G Field, R Horniman, A Humble, R Musicka, E Scollay and A Wilson

**APOLOGIES FOR ABSENCE:** None.

26/1 **DECLARATIONS OF INTEREST**

There were no declarations of interest received at this point in the meeting.

26/2 **MINUTES - EXECUTIVE - 13 MAY 2026**

The minutes of the Executive meeting held on 13 May 2026 were submitted and approved as a correct record.

26/3 **ANNOUNCEMENTS FROM THE MAYOR**

None.

26/4 **QUESTIONS FROM MEMBERS OF THE PUBLIC (IF ANY)**

None.

26/5 **QUESTIONS FROM ELECTED MEMBERS (IF ANY)**

None.

26/6 **MATTERS REFERRED FROM SCRUTINY OR COUNCIL (IF ANY)**

None.

26/7 **FINAL REPORT OF THE ADULT SOCIAL CARE AND HEALTH SCRUTINY PANEL - HEALTHY PLACEMAKING WITH A FOCUS ON CHILDHOOD OBESITY**

The Adult Social Care and Health Scrutiny Panel submitted a report for Executive's consideration.

The purpose of the scrutiny report was to present the findings of the Adult Social Care and Health Scrutiny Panel following its review of *Healthy Placemaking with a Focus on Childhood Obesity*. The Service Action Plan was developed in response to the Panel's recommendations.

The Panel's recommendations were:

10 June 2026

- A. The Council should strengthen visible leadership on healthy weight by ensuring LMT members sponsor and champion Healthy Weight Declaration commitments. A written progress update should be provided to the ASC and Health Scrutiny Panel within 12 months.
- B. The Council should build on the existing Public Health Service Level Agreements to formalise shared responsibility across all departments, ensuring health and equity considerations are applied in all decision making. A progress update should be provided to the ASC and Health Scrutiny Panel within 6 months.
- C. A review of the implementation of the Council's Advertising Policy should be undertaken to ensure it aligns with the emerging national restrictions on the promotion of unhealthy products, a progress update should be provided to the ASC and Health Scrutiny Panel within 12 months.
- D. A cross-departmental Steering Group should be established, supported by the Leadership Management Team, to review how the Council currently interacts with Unhealthy Commodity Industries (UCIs) through contracts, grants, sponsorships etc. The Steering Group should undertake a 12-month audit and provide guidance to ensure consistent decision-making aligns with public health aims. Progress should be reported back to the ASC and Health Scrutiny Panel by April 2027.
- E. Public Health and Children's Services should work jointly to increase the number of Middlesbrough schools participating in the Eat Well Schools Award, with a particular focus on schools located in the wards with the highest childhood obesity prevalence. A progress update should be reported back to the ASC and Health Scrutiny Panel by April 2027.
- F. The Council should continue to invest in safe, well-connected walking and cycling infrastructure, with a focus on improving access, safety and connectivity between homes, schools, green spaces and local amenities, particularly in more deprived areas. Progress should be aligned with existing transport programmes and reported to the ASC and Health Scrutiny Panel within 12 months.
- G. Transport and Infrastructure should support school-led development of Active Travel to School Action Plans, identifying a small number of priority schools using relevant indicators (e.g. obesity prevalence, school gate congestion and existing active travel rates). As part of this work, the service should engage directly with all parts of the school community including pupils, parents/carers, staff and governors, to understand the key barriers to walking and cycling. The findings should then be used to shape tailored interventions for each school and progress reported back to the ASC and Health Scrutiny Panel within 12 months.
- H. Opportunities should be sought to extend the Creating Active Schools model to enable more schools in Middlesbrough to develop their own whole school programmes to increasing physical activity, working alongside the Eat well Schools programme to improve food quality and choices, particularly around schools with high levels of obesity and deprivation. Relevant indicators should be used to measure progress, such as activity monitors, and the findings reported back to the ASC and Health Scrutiny Panel in 12 months.
- I. The Council should maintain and, for as long as necessary, future-proof the strategic Creating Active and Healthy Spaces Lead role and the companion operational role of Healthy Placemaking Officer. It should also pilot the use of Health Impact Assessments (HIAs) ahead of adoption of the Local Plan. The Local Plan will require that HIAs are prepared for all residential developments of 100 or more dwellings, with other major developments screened on a case-by-case basis to determine whether an HIA is

10 June 2026

required. Going forward, outcomes should be monitored annually through KPIs, with the first summary report, produced during this transitional period, presented within 12 months to the ASC and Health Scrutiny Panel.

- J. Regular assurance should be provided to the ASC and Health Scrutiny Panel by reporting on a six-monthly basis, the number and location of hot food takeaways in the town. This should include new applications, refusals, closures, retrospective planning applications and related enforcement.
- K. The Council should continue to advocate to Government, for increased support to reduce child poverty in Middlesbrough, recognising its significant impact on childhood obesity and wider health inequalities.

The Chair of the Adult Social Care and Health Scrutiny Panel advised Executive that childhood obesity remained a significant and persistent public health challenge within Middlesbrough, contributing to poorer health outcomes, reduced quality of life and widening inequalities.

Executive were also advised that healthy placemaking was everyone's responsibility and should be embedded in everything the Council did. There was not a single solution but some foundations for this were already in place including provisions for hot food takeaways as part of planning considerations and the signing of the healthy weight declaration.

It was noted that the Scrutiny Panel had undertaken a detailed review during 2025, examining prevalence rates, contributing factors such as deprivation and environment, and the role of partnership working in addressing the issue.

Members heard that the review had adopted a whole-system approach, incorporating input from Public Health, Planning, Transport and Infrastructure, and partners including the You've Got This – Sport England Place Partnership.

It was noted that the findings and recommendations had been endorsed by the Overview and Scrutiny Board on 18 March 2026 and subsequently referred to Executive for consideration.

Members noted that an Action Plan had been developed in response to the recommendations. The Action Plan, detailed at Appendix 2 of the report, provided a framework for implementation and aimed to deliver a coordinated, long-term approach to improving health outcomes and reducing inequalities.

In response to a query about educational input to the review, it was clarified this was largely due to availability. The Mayor offered to attend the Adult Social Care and Health Scrutiny Panel to provide updates on initiatives that could contribute to the issue, such as the Council's School Catering offer. The Chair of the Scrutiny Panel welcomed this offer.

An Executive Member commented that the eat well school awards could also contribute to this issue.

The Executive Member for Public Health provided the service response and advised Executive that all the Panel's recommendations were welcomed and that there was a need for strong leadership on this matter. There was also a need to embed health into everyday decision making and to make sure health inequalities were captured as part of key decisions.

10 June 2026

The Council was working to bring all services together in this regard, with the introduction of the healthy advertising policy cited as an example.

An Executive Member commented that it would be difficult to address childhood obesity in isolation without tackling deprivation as well.

Executive acknowledged that the proposed approach aligned with the Council Plan priorities, particularly the ambition to create a healthier place, support inclusive growth, strengthen communities and ensure best value through evidence-based decision making.

## **OPTIONS**

Executive considered taking no action, which would have involved not implementing the Scrutiny Panel's recommendations and maintaining the current position. This option was not supported, as it risked missing opportunities to improve public health outcomes, limited progress in addressing childhood obesity, and reduced confidence in the effectiveness of the Scrutiny process as a mechanism for challenge and improvement.

**ORDERED** that the Executive:

1. Note the report of the Adult Social Care and Health Scrutiny Panel on *Healthy Placemaking with a Focus on Childhood Obesity* and its accompanying recommendations; and
2. Approve the Action Plan prepared by the relevant service areas in response to those recommendations.

## **REASONS**

It was a requirement that Executive formally considered the Scrutiny Panel's report and confirmed the service area's response to the accompanying plan.

26/8

## **FINAL REPORT OF THE PLACE SCRUTINY PANEL - BARRIERS TO REGENERATION**

The Place Scrutiny Panel submitted a report for Executive's consideration.

The purpose of the scrutiny report was to present the findings of the Place Scrutiny Panel following its review into Barriers to Regeneration in Middlesbrough, together with an Action Plan developed in response to the Panel's recommendations.

The Panel's recommendations were:

- A. Carry out a survey of college and university students, to gain feedback to see if people who had come from different places across the country and now studied in Middlesbrough could suggest ways of improving Middlesbrough, from their own life experiences from where they were born.
- B. Elected Members and Officers to actively promote and talk up the town - many positive things are happening in Middlesbrough but they are often overlooked and overshadowed by the negative. This could be achieved through a positive marketing campaign and press releases.
- C. Support and deliver more town centre events with a strong emphasis on cultural activity to drive footfall and encourage people that live local and further afield to travel into the town centre.
- D. Redevelop Linthorpe Road to create a more compact retail centre to naturally increase footfall. The increased activity could make the town centre feel more vibrant and safer.
- E. Increase the number of Neighbourhood Safety Wardens to provide a reassuring presence and help to build confidence in the town centre.
- F. Work in partnership with businesses to ensure compliance with street-drinking regulations and discourage related activity around their premises.

10 June 2026

- G. Increase green spaces and create a new attraction in the town centre, such as a winter garden, which could entice visitors to travel into the town centre and provide significant health (mental & physical), environmental (cleaner air, less heat, better drainage), social (community building, recreation), and economic (higher property values, tourism, jobs) benefits.
- H. Work in collaboration with Tees Valley Combined Authority to improve transport links into the town centre and outer areas of Middlesbrough to ensure key points of interest are easily accessible. This could be achieved by introducing a park-and-ride facility and improving bus services.
- I. Increase Middlesbrough Town Hall/Box Office opening times to improve accessibility and user satisfaction and potentially function as a dual-purpose information hub.
- J. Strengthen our relationship with Middlesbrough Development Corporation (MDC) further and work together towards the common goal.
- K. Apply for an extension to funding from the Office of the Police & Crime Commissioners Cleveland Unit for Reducing Violence (CURV) or seek alternative funding for the Night-Time Economy Pilot Project, which is currently due to end in March 2026.

Executive was advised that the Place Scrutiny Panel had undertaken a review during 2025 to examine barriers to regeneration across Middlesbrough, including issues relating to economic growth, town centre vitality, safety and partnership working.

The Chair of the Place Scrutiny Panel advised Executive that the review had explored a range of themes, including attracting businesses, improving perceptions of safety, enhancing the town centre offer, strengthening partnerships, and identifying good practice from other local authorities.

Executive heard the review and used comparators including Barnsley, Stockton and Grimsby and that urban regeneration had been an issue for some time. Town Centre development had also proven to be challenging for several reasons including transport links austerity. While young people were economic drivers, they were spending less time in town centres and as such not spending as much money. The Chair of the Panel also commented that retail could not be relied on and the ability to attract people to the town centre was made difficult considering working from home policies. An important consideration was the perception of crime in the town centre which made less appealing.

Members were informed that the Panel had developed a series of recommendations aimed at addressing the identified barriers. These included proposals to improve engagement with students, promote the town more positively, increase cultural events, enhance safety provision, improve transport connectivity, and develop the town centre environment, including additional green spaces and attractions.

An Executive Member thanked the Panel for emphasising the need for a strong cultural component in regeneration initiatives.

A discussion took place during which it was commented that Executive Member attendance at scrutiny was important to ensure transparency and effective challenge.

The Executive Member for Development provided a service response to the recommendations and stated that while many of the recommendations were already in progress they were all welcomed.

The Mayor stated that culture was an important feature of regeneration projects and provided comparatively higher visibility than other established sectors for attracting people to the town centre.

The Executive heard that the recommendations would help inform forthcoming strategic work, including the development of a Place Strategy, Town Centre Strategy and Investment Prospectus, expected later in 2026.

Members noted that the proposals aligned with the Council Plan priorities, particularly in supporting a successful and ambitious town, improving environmental outcomes, enhancing community safety and strengthening governance arrangements.

10 June 2026

It was further noted that the actions would largely be delivered within existing resources and budgets, with no immediate impact on the Council's Medium Term Financial Plan, although some longer-term proposals such as town centre redevelopment and new attractions may require future investment and further reports.

## OPTIONS

Executive considered the option of taking no action. This was not supported, as the Panel's recommendations provided a clear and deliverable direction for the service and represented an opportunity to address identified barriers to regeneration.

Executive also considered the option of delivering all recommendations in full. This was not supported, as some proposals would be difficult to deliver or offer limited benefit, and therefore each recommendation had been individually assessed and incorporated into the Action Plan where appropriate.

**ORDERED** that the Executive:

1. Note the report of the Place Scrutiny Panel into *Barriers to Regeneration* and its accompanying recommendations; and
2. Approve the Action Plan prepared by the service in response to those recommendations.

## REASONS

It was a requirement that Executive formally considered the Scrutiny Panel's report and confirmed the service area's response to the accompanying plan.

26/9

## REPORTS FROM MEMBER BODIES WHICH ARE THE RESPONSIBILITIES OF THE EXECUTIVE

None.

26/10

## CORPORATE PERFORMANCE YEAR-END 2025/26

The Mayor submitted a report for Executive's consideration.

The purpose of the report was to present an overview of corporate performance at Year-End 2025/26, including progress against Executive actions, delivery of the Council Plan 2024–27, the Strategic Risk Register, programme and project management, and wider compliance measures.

Executive was advised that the report formed part of its responsibility for corporate strategic performance and provided assurance on delivery against the Council Plan priorities and associated workplans.

Members noted that overall performance against the five corporate performance disciplines showed that one area had achieved the expected standard, while others remained below the 90% target. It was highlighted that performance in relation to Council Plan workplan delivery was above the expected threshold, with 93% of initiatives on track.

Executive heard that delivery of Executive actions had improved over the year, increasing to 85% at Year-End, although still below the expected standard. Several actions had been delayed or amended due to factors such as contractor delays, legal processes, funding pressures and the need to align with wider strategic developments.

It was reported that performance against Council Plan outcome measures remained below expectations, with 25% of measures achieving target. Members were advised that this reflected, in part, limitations in the indicators used, including reliance on data outside of the Council's direct control and time lags in data availability.

Members noted that two risks had been removed following changes to the Council's approach to partnership working and transformation.

10 June 2026

Executive considered the position regarding programme and project management, noting that 78% of projects were on track, below the expected standard. It was highlighted that several projects were under review following the transition from a formal transformation programme to a continuous improvement approach.

In relation to wider compliance measures, Members noted mixed performance, including delays in responding to statutory information requests and complaints, partly due to increasing complexity and demand, including the impact of AI-generated requests.

The Executive acknowledged that the report supported effective governance, performance oversight and risk management, and that no significant financial, legal or data protection implications arose directly from the recommendations.

There were no questions or comments from Executive.

### **OPTIONS**

Executive considered the option of not operating a performance management framework. This was not supported, as such an approach would place the Council at risk of failing to meet its statutory Best Value duty.

**ORDERED** that Executive:

1. Approve the proposed changes to Executive actions as detailed at Appendix 1.
2. Approve the proposed changes to the Council Plan 2024–27 supporting workplan actions as detailed at Appendix 3.

**AGREED** that Executive:

3. Note the delivery status of the Council Plan 2024–27 supporting workplan as detailed at Appendix 2.
4. Note the progress and position of the corporate performance disciplines.
5. Note that, following agreement of the refreshed Council Plan 2026–29, activities in the work plan would be embedded within Directorate Plans once developed.
6. Note the Strategic Risk Register as detailed at Appendix 4.

### **REASONS**

The decisions were taken to enable the Executive to effectively discharge its performance management responsibilities, in line with the Council's Local Code of Corporate Governance.

26/11

### **DIGITAL STRATEGY 2026-2030**

The Mayor submitted a report for Executive's consideration.

The purpose of the report was to seek approval of the Digital Strategy 2026–2030, which set out the Council's strategic framework for digital, data and technology and established a clear, corporate approach to maintaining secure, resilient and well-governed digital services.

Executive was advised that the proposed Digital Strategy recognised the increasing reliance on digital systems across all Council services and the need to ensure that these systems were secure, consistent and sustainable.

Members noted that the strategy provided a structured, evidence-led approach focused on strengthening digital foundations, improving governance, reducing duplication and enabling more efficient ways of working across the organisation.

It was highlighted that the strategy was built around four core themes: secure and modern foundations; simpler processes and safe automation; workforce digital and security capability; and digital platforms, customer experience and inclusion.

The Executive heard that approval of the strategy would establish a single, coordinated digital direction for the Council, replacing fragmented or service-led approaches and ensuring alignment with corporate priorities and the Medium-Term Financial Plan.

Members were informed that delivery of the strategy would be managed through existing governance arrangements, including the Technical Design Authority, ensuring that digital decisions were subject to appropriate scrutiny, standards and oversight.

The Executive noted that the strategy would operate alongside the Council's Artificial Intelligence (AI) Policy, ensuring that any future adoption of AI and emerging technologies would be appropriately governed, proportionate and ethical.

It was further noted that the strategy did not commit the Council to additional expenditure at this stage, with any future investment subject to existing approval processes and business case development.

Executive acknowledged that the strategy aligned with statutory requirements, including data protection, accessibility and transparency obligations, and would support improved service delivery, risk management and value for money.

The Mayor drew Executive's attention to references of the Technical Design Authority in the report. He stated this body would enable the Council to be more effective in delivering digital solutions.

### **OPTIONS**

The Executive considered the option of continuing without a formal Digital Strategy. This was not supported, as it would likely result in ongoing fragmentation, duplication, inconsistent service delivery and increased operational and cyber risk.

Executive also considered the option of pursuing large-scale digital transformation at pace. This was not supported, due to the significant financial, operational and delivery risks, as well as the potential for disruption to critical services.

**ORDERED** that Executive:

1. Approve the adoption of the Digital Strategy 2026–2030 as the Council's strategic framework for digital, data and technology.
2. Approve delegation to the Head of Service responsible for ICT and Digital to make minor updates to the Digital Strategy to ensure it remains current and aligned with organisational priorities.

**AGREED** that Executive:

3. Note that delivery of the strategy would be managed through existing governance arrangements, including the Technical Design Authority, and aligned to the Medium-Term Financial Plan and corporate prioritisation processes.
4. Note that the Digital Strategy operated alongside the Council's Artificial Intelligence (AI) Policy, which provided the governance framework for future use of AI and emerging digital capabilities.

### **REASONS**

The adoption of a Digital Strategy was necessary to ensure that the Council's use of digital, data and technology was secure, consistent and aligned with organisational priorities. The Council's digital environment had developed over time and as such it remained varied across systems, processes and data. This created duplication, inconsistency and increased operational risk. Without a clear and agreed strategic framework, these issues were likely to impact service delivery, governance and value for money.

26/12

### **BEREAVEMENT STRATEGY**

The Executive Member for Environment and Sustainability submitted a report for Executive's consideration.

10 June 2026

The purpose of the report was to seek approval of the Bereavement Services Strategy, which set out the Council's long-term framework for delivering compassionate, inclusive and sustainable bereavement services across Middlesbrough.

The Executive was advised that the strategy established a clear vision for delivering high-quality, culturally sensitive and environmentally responsible bereavement services, while addressing key challenges such as ageing cremation equipment, limited burial capacity and the need to improve accessibility.

Executive was advised that approval of the Bereavement Services Strategy was required to ensure the Council continued to meet its statutory responsibilities in relation to burial, cremation and the management of cemeteries under relevant legislation (including the Burial Act 1853–1906, Local Authorities' Cemeteries Order 1977, Cremation Acts and associated regulations).

Members noted that the proposed approach included a unified leadership model, investment in cremator replacement, improvements to cemetery infrastructure and aesthetics, and the introduction of more flexible service provision, including enhanced accessibility for residents.

It was highlighted that the strategy also embedded environmental sustainability, including the adoption of low-emission cremation practices and exploration of more sustainable operational options.

The Executive heard that the strategy aligned with the Council Plan priorities, particularly in supporting safe and resilient communities, promoting a healthy place and ensuring best value through improved governance and financial sustainability.

Members were informed that the strategy had been developed in response to statutory responsibilities relating to burial and cremation services, as well as national guidance, infrastructure assessments, and feedback from service users.

The Executive noted that adoption of the strategy would support long-term service improvement, including maintaining dignity and compassion in service delivery, strengthening relationships with stakeholders such as funeral directors and faith groups, and ensuring capacity to meet future demand.

It was further noted that while some proposals may have financial implications, these would be subject to future feasibility studies and decision-making processes, with procurement and legal compliance maintained throughout.

The Executive Member for Environment and Sustainability drew Executive's attention to the fact the decision did not have a direct cost implication for the Council.

The Mayor queried when a decision on new cremators would be submitted to Executive. It was clarified this was being developed and would be brought to Executive in the near future.

## **OPTIONS**

The Executive considered the option of maintaining the existing service model, equipment and structures. This was not supported, as it would not have future proofed the service, would have risked non-compliance with regulatory requirements and would have limited the Council's ability to meet the needs and expectations of residents.

**ORDERED** that Executive approve the Bereavement Services Strategy as the framework for delivering compassionate, inclusive and sustainable bereavement services for Middlesbrough.

## **REASONS**

Bereavement Services were a critical function of Middlesbrough Council, reflecting its commitment to dignity and compassion during times of loss. The submitted decisions aligned with the council plan and supported its ambitions of safe and resilient communities as well as a healthy place and delivering best value by improving service accessibility, governance and environmental sustainability.

10 June 2026

The submitted decisions would have also seen the adoption of low emission cremation practices and sustainable long-term plans for Middlesbrough's cemeteries and explored the service's opening times and flexibility in relation to cremations and burials.

The strategy included pricing reviews, efficiency measures and long-term investment planning as well as strengthening relationships with funeral directors, faith groups and residents to rebuild trust and improve overall satisfaction.

26/13

## **2025/26 REVENUE & CAPITAL YEAR END OUTTURN**

The Executive Member for Finance submitted a report for Executive's consideration.

The purpose of the report was to present the Council's final Revenue and Capital Year-End Outturn position for 2025/26, including the overall financial performance, budget virements, updates to the Capital Programme and the impact on reserves and financial resilience.

The Executive was advised that the report formed part of its responsibility for financial management, governance and control, and that it enabled oversight of the Council's financial position at the end of the 2025/26 financial year.

Members noted that the final revenue outturn position was an overspend of £1.793m after the use of central contingencies and other corporate resources.

It was highlighted that this represented a significant improvement from earlier forecasts in the year and demonstrated strengthened financial management and oversight.

The Executive heard that the overspend would be met from the Savings Delivery Risk Reserve and that, despite the overspend, the Council's overall financial resilience had improved. Usable unrestricted reserves had increased from £21.654m to £25.941m during the year with the Executive Member for Finance drawing Executive's attention to the graph on page 22 of the report.

Members were informed that the outturn position continued to be driven largely by demand-led pressures, particularly within Children's Social Care, which reported a significant overspend due to high-cost placements and workforce pressures. Adult Social Care also reported pressures associated with demand for complex care.

The Executive noted that these pressures had been partially offset by underspends within central budgets and other service areas, alongside the application of corporate contingencies and one-off funding.

It was reported that delivery of budget savings remained a key issue, with several savings not fully achieved during the year. These had been reviewed through the Medium-Term Financial Plan and either removed, reprofiled, or incorporated into future budgets.

Members considered the Capital Programme outturn, noting that total expenditure for 2025/26 was £56.477m against a revised budget of £89.508m, resulting in an underspend primarily due to slippage in project delivery. It was noted that funding remained in place and would be reprofiled into future years.

The Executive was also advised of the position regarding the Dedicated Schools Grant, noting a cumulative deficit of £29.317m and the ongoing national arrangements and local actions in place to manage this pressure.

Members acknowledged that the Medium-Term Financial Plan continued to face challenges, including demand-led pressures, inflation, income volatility and workforce issues, and that robust governance, financial discipline and delivery of savings would remain essential going forward.

The Executive Member commented that there was a need to maintain spending controls in areas that were demand-led, such as Children's Services.

10 June 2026

The Mayor drew Executive's attention to Appendix 5 and the Capital Programme. The Mayor stated that the additional Capital funds needed to be re-invested in areas that needed it, such as Middlesbrough Theatre.

## OPTIONS

The Executive considered the option of not approving the proposed revenue and capital budget virements or not formally noting the outturn position. This was not supported, as it would limit the Executive's ability to effectively manage and control the Council's financial position, weaken governance arrangements and reduce transparency and accountability.

**ORDERED** that Executive:

1. Approve budget virements over £250,000 within the revenue budget as detailed in Appendix 1 of the report.
2. Approve budget virements over £250,000 within the Capital Programme detailed in paragraph 4.93 of the report.
3. Approve the inclusion of new schemes and additions to existing schemes to the Capital Programme totalling £1.057m for 2025/26, which were all externally funded to either new or existing schemes which were detailed in Appendix 5 of the report. This would increase the approved 2025/26 Capital Programme budget to £89.508m.

**AGREED** that Executive:

1. Note the Council's year-end financial outturn for the financial year 2025/26, with the final revenue outturn position being £1.793m overspend at year-end after the use of central contingencies and other budgets.
2. Note that this sum was to be met from the Savings Delivery Risk reserve of £2.000m, put aside to manage uncertainty in this area.
3. Note the improved year-end position in relation to reserves in those usable unrestricted reserves had increased from £21.654m to £25.941m, an increase of £4.287m demonstrating that the overall financial position of the Council had again improved this year.
4. Note that provision was made in the 2026/27 budget for service demand pressures and re-basing of budgets (including for reduced income levels and legislative requirements) which addressed some of the key areas which contributed to the overspend in 2025/26.

## REASONS

To enable the effective management of finances, in line with the Councils Local Code of Corporate Governance, the Scheme of Delegation and financial regulations.

26/14

## CRISIS RESILIENCE FUND

The Executive Member for Finance submitted a report for Executive's consideration.

The purpose of the report was to seek approval of the Crisis and Resilience Fund (CRF) delivery plan for 2026/27 and to obtain delegated authority to amend the allocation of funding within the plan to ensure it remained responsive to local needs.

Executive was advised that the Crisis and Resilience Fund had been introduced by Government following the 2025 Spending Review to replace the Household Support Fund and elements of Discretionary Housing Payments, providing a more structured approach to crisis support and long-term financial resilience. The submitted decision also included support for veterans and those eligible for Holiday Activities and Food Programme. Members were advised that the Crisis Resilience Fund should be viewed as part of the Welfare Strategy and not in isolation.

Members noted that Middlesbrough Council had been allocated £3,999,285 for 2026/27, with indicative funding for future years, and that a delivery plan was required to be submitted to the Department for Work and Pensions.

Executive heard that the Fund was designed to support low-income households experiencing financial shocks, while also investing in activities that improved financial resilience and reduced the likelihood of future crises.

10 June 2026

It was reported that the delivery plan included a range of measures, including direct crisis payments, housing-related support, resilience services such as debt and budgeting advice, and community coordination aimed at strengthening local support networks.

Members were informed that the scheme adopted a person-centred approach, incorporating both proactive payments to vulnerable groups and an application-based system to ensure support could be targeted according to individual circumstances.

The Executive noted that the approach also provided transitional arrangements for residents previously supported through the Household Support Fund, to avoid a sudden withdrawal of assistance and potential financial hardship.

It was highlighted that the scheme would be delivered in partnership with internal services and external organisations, ensuring alignment with existing Council support mechanisms and avoiding duplication of provision.

Members acknowledged that the Fund would be fully financed through Government funding, with administration costs met from the allocation, and that the scheme would contribute to the Council's priorities in reducing poverty, supporting vulnerable residents and improving community resilience.

The Executive Member for Finance commented that not all Councils had adopted the same approach as Middlesbrough and that the proposed decision would also assist those in work but who just missed out on benefits.

The Mayor confirmed that applications to the Crisis Resilience Fund would be open at the end of June 2026. The Mayor also commented that the proposed decision was well thought out and introduced a golden thread for an extra level of care to residents. As such, residents would have more assurance the Council could support them in times of need.

Members commented that the Crisis Resilience Fund appeared to be one of the most comprehensive in the country.

Executive expressed its thanks to all officers involved in the creation of the Crisis Resilience Fund.

## **OPTIONS**

The Executive considered the option of not approving the delivery plan. This was not supported, as without an approved scheme the Council would be unable to utilise the allocated funding to support vulnerable residents and meet Government requirements.

The option of outsourcing delivery of the scheme was also considered but not recommended, as the Council was best placed to deliver the majority of the scheme due to its access to data, integration with existing support services and established relationships with residents and partners.

**ORDERED** that Executive:

1. Approve the Crisis and Resilience Fund delivery plan for 2026/27.
2. Approve delegated authority to the Corporate Director of Finance (Section 151 Officer), in consultation with the Executive Member for Finance, to adjust funding allocations within the plan as required.

## **REASONS**

The decisions were taken to enable the Council to access and distribute Government funding effectively, comply with national requirements, support vulnerable residents experiencing financial hardship, and promote long-term financial resilience within the community.

26/15

**ANY OTHER URGENT ITEMS WHICH IN THE OPINION OF THE CHAIR, MAY BE CONSIDERED.**

10 June 2026

None.

**The decision(s) will come into force after five working days following the day the decision(s) was/ were published unless the decision(s) become subject to the call in procedures**

This page is intentionally left blank

|                              |                                                                                    |
|------------------------------|------------------------------------------------------------------------------------|
| <b>MIDDLESBROUGH COUNCIL</b> |  |
|------------------------------|------------------------------------------------------------------------------------|

|                                   |                                                                 |
|-----------------------------------|-----------------------------------------------------------------|
| <b>Report of:</b>                 | Chief Executive - Erik Scollay                                  |
| <b>Relevant Executive Member:</b> | Mayor - Chris Cooke                                             |
| <b>Submitted to:</b>              | Executive                                                       |
| <b>Date:</b>                      | 8 July 2026                                                     |
| <b>Title:</b>                     | Making Middlesbrough Thrive                                     |
| <b>Report for:</b>                | Decision                                                        |
| <b>Status:</b>                    | Public                                                          |
| <b>Council Plan priority:</b>     | All                                                             |
| <b>Key decision:</b>              | Yes                                                             |
| <b>Why:</b>                       | Decision(s) will have a significant impact in two or more wards |
| <b>Subject to call in?</b>        | Yes                                                             |
| <b>Why:</b>                       | Non-Urgent Report                                               |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Proposed decision(s)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| That Executive:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <ul style="list-style-type: none"> <li>▪ <b>APPROVES</b> that Directorate Service Plans for 2026/7 explicitly set out the key evidence of need relevant to the Directorate’s responsibilities, including reference to the Indices of Multiple Deprivation</li> <li>▪ <b>APPROVES</b> that Directors will identify and record specific commitments within their Directorate Service Plans which demonstrate how their activity will contribute to reducing inequality and addressing deprivation in Middlesbrough.</li> <li>▪ <b>APPROVES</b> that Directorate commitments arising from this work will be drawn together into a single, consolidated report and brought back to Executive, setting out the Council’s collective and intentional approach to responding to deprivation and areas of greatest need.</li> <li>▪ <b>APPROVES</b> that alongside the development of the Council’s consolidated position, a structured process will be established to engage key partners — including those involved in the Town Strategy and wider system leadership arrangements to: <ul style="list-style-type: none"> <li>▪ set out their planned contributions to addressing the inequalities identified through the Indices of Multiple Deprivation; and</li> </ul> </li> </ul> |  |

- align these contributions with the Council's own commitments in order to support a coordinated, place-based response.
- **NOTES** that a separate report setting out the Council's formal response to the Overview and Scrutiny Board Short Review on Poverty will be brought to Executive in September 2026.

### Executive summary

This report is being brought to Executive in accordance with the executive functions as set out in the constitution at para 10.20, specifically (b) which provides that for Executive to make key decisions not otherwise delegated by the Mayor.

The Council Plan 2026–29 sets out a clear commitment to improving outcomes for residents, reducing inequality and alleviating the impact of poverty, particularly through the ambition of 'a healthy place'. Delivering these priorities requires clarity about how activity across the organisation responds to evidence of need at neighbourhood level.

This report proposes a focused and proportionate approach to capture the Council's evidence-based activities, which will be its contribution to tackling deprivation. The report requests that each Director ensures their Directorate Service Plan for 2026/27 clearly sets out how planned actions, priorities, investment and commissioning decisions respond to what the Indices of Multiple Deprivation (IMD) shows about deprivation and areas of greatest need in Middlesbrough.

The plans are not intended to influence IMD rankings directly. Instead, they will demonstrate how directorate activity is informed by deprivation evidence and aligned to the Council Plan priorities. Bringing this work together through the service planning process will enable Executive to consider the collective response, provide challenge where appropriate, and gain assurance that resources and activity are aligned to need, and that evidence-based decisions are being taken.

In addition to embedding this work within Directorate Service Plans, the approach includes a further step to ensure visibility and transparency. Directors' commitments will be drawn together into a single report to Executive, providing a clear and accessible account of how the Council's planned activity collectively responds to deprivation and areas of greatest need. This will ensure the Council's approach is not only embedded, but visibly intentional.

While this report focuses on strengthening how the Council identifies, aligns and articulates its own contribution, it is recognised that the inequalities highlighted by the Indices of Multiple Deprivation are longstanding and systemic. They cannot be addressed by the Council acting alone. Sustained improvement will require coordinated and complementary action across public services, anchor institutions, businesses and the voluntary and community sector.

The report sets out how the Council will engage with partners through the Place Leaders Partnership and other key partnerships to create a town level document that sets out the

commitments of all key partners to addressing deprivation and its impacts on the town’s residents.

The report also sits alongside the Overview and Scrutiny Board Short Review on Poverty, which highlighted the need for clearer corporate alignment and understanding of impact. A fuller response to those recommendations will be brought to Executive in September 2026.

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

1.1 The purpose of this report is to seek approval to embed consideration of deprivation evidence within Directorate Service Plans for 2026/27. This will support delivery of the Council Plan by:

- strengthening alignment between strategic priorities and operational planning;
- ensuring that planned activity, investment and commissioning decisions are informed by areas of greatest need;
- ensuring that, alongside embedded service planning, there is a clear, visible and accessible statement of the Council’s intended response to deprivation, supporting transparency, Member oversight and external confidence; and
- supporting a more consistent, whole-Council approach to reducing inequality and alleviating poverty.

1.2 The report also seeks to work with partners to maximise the impact that a focus on addressing deprivation can have on the Council Plan ambitions.

| Our ambitions                          | Summary of how this report will support delivery of these ambitions and the underpinning aims                                                                        |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | Ensures that service planning for growth, skills, employment and housing is informed by evidence about deprivation and opportunity gaps.                             |
| <b>A healthy Place</b>                 | Directly supports the Council Plan commitment to reduce health inequalities and alleviate the impact of poverty by aligning service plans with deprivation evidence. |
| <b>Safe and resilient communities</b>  | Encourages directorates to demonstrate how planned activity contributes to resilience, safety and independence in the most deprived neighbourhoods.                  |
| <b>Delivering best value</b>           | Improves assurance that resources are targeted where they can make the greatest difference, supporting prevention and reducing avoidable demand.                     |

## 2. Recommendations

### 2.1 That the Executive:

- **APPROVES** that Directorate Service Plans for 2026/7 explicitly set out the key evidence of need relevant to the Directorate's responsibilities, including reference to the Indices of Multiple Deprivation
- **APPROVES** that Directors will identify and record specific commitments within their Directorate Service Plans which demonstrate how their activity will contribute to reducing inequality and addressing deprivation in Middlesbrough
- **APPROVES** that Directorate commitments arising from this work will be drawn together into a single, consolidated report and brought back to Executive, setting out the Council's collective and intentional approach to responding to deprivation and areas of greatest need.
- **APPROVES** that alongside the development of the Council's consolidated position, a structured process will be established to engage key partners — including those involved in the Town Strategy and wider system leadership arrangements to:
  - set out their planned contributions to addressing the inequalities identified through the Indices of Multiple Deprivation; and
  - align these contributions with the Council's own commitments in order to support a coordinated, place-based response.
- **NOTES** that a separate report setting out the Council's formal response to the Overview and Scrutiny Board Short Review on Poverty will be brought to Executive in September 2026.

## 3. Rationale for the recommended decision(s)

3.1 The Council Plan already establishes the Council's strategic priorities, including a clear commitment to reducing inequality and alleviating the impact of poverty. The recommended decision does not introduce new priorities or a standalone strategy. Instead, it provides a clear mechanism for implementation and assurance, by:

- using the existing Directorate Service Planning process;
- requiring Directors to articulate how their plans respond to deprivation evidence; and
- enabling Executive to consider the collective response across the organisation.

3.2 This approach responds directly to the Overview and Scrutiny Board's findings on the need for clearer corporate alignment, while allowing time for fuller consideration of its recommendations through a separate report.

3.3 Widening the approach to convene a whole town response by key stakeholders reflects that many of the entrenched issues which drive deprivation levels will require a concerted, focussed effort on the part of key partners from across the town in order to drive real change.

## 4. Background and relevant information

- 4.1 The Council Plan recognises that Middlesbrough faces persistent challenges associated with deprivation, including health inequalities, educational attainment gaps and concentrations of poverty. Addressing these challenges is central to the ambition of 'a healthy place', and fundamental to the delivery of all Council Plan priorities.
- 4.2 The updated Indices of Multiple Deprivation (2025) highlight that Middlesbrough has the highest proportion of neighbourhoods in the 10% most deprived nationally, unchanged since 2019. This highlights that the challenges facing the town are deeply embedded and unlikely to improve without sustained, coordinated long-term intervention. Appendix One of this report sets out the domains and indicators that comprise the Indices of Multiple Deprivation.
- 4.3 During 2025/26, the Overview and Scrutiny Board undertook a Short Review of the Council's approach to poverty. While recognising effective work already underway, the Board highlighted the need for clearer corporate alignment and greater understanding of how activity contributes to tackling poverty and its wider impacts.
- 4.4 Embedding responses to deprivation evidence within Directorate Service Plans provides a practical and proportionate approach to address these issues, in advance of the Council's formal response to the OSB recommendations, due to be presented to Executive in September 2026.
- 4.5 While this report focuses on strengthening how the Council identifies, aligns and articulates its own contribution, it is recognised that the inequalities highlighted by the Indices of Multiple Deprivation are longstanding and systemic. They cannot be addressed by the Council acting alone. Sustained improvement will require coordinated and complementary action across public services, anchor institutions, businesses and the voluntary and community sector.
- 4.6 The Council will engage with partners through the Place Leaders Partnership and other key partnerships to create a town level document that sets out the commitments of all key partners to addressing deprivation and its impacts on the town's residents.
- 4.7 Following completion, a consolidated report will be brought back to Executive, outlining the Council's collective approach to tackling deprivation and targeting areas of greatest need. This document will articulate the Council's commitment to '**Making Middlesbrough Thrive**'.
- 4.8 Implementation of this approach aligns with reforms being driven nationally around a shift toward a focus on prevention rather than delivery of services when people are in crisis, as demonstrated by the neighbourhood health services reforms. These reforms aim to create community-based centres for delivery of patient focussed care that aims to proactively deliver early intervention to reduce the need for hospital admissions.

**5. Ward Member Engagement if relevant and appropriate**

5.1 Not applicable. This report amends the Council’s corporate service planning requirements and will support clearer, more consistent planning and reporting to Members on how Council activity responds to areas of greatest need.

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

6.1 An alternative would be to develop a standalone poverty or deprivation strategy, or a separate action plan for directorate prioritisation. This has not been recommended at this stage, as the Council Plan already sets the overarching strategic framework and priorities. The supporting performance management framework enables the Council to monitor performance and take corrective action where necessary.

6.2 Another alternative would be to continue existing arrangements without requiring explicit consideration of deprivation evidence within directorate service plans. This has not been recommended, as it risks continued inconsistency in how evidence of need is reflected across Directorates and would miss the opportunity to bring together all planned actions into a single collective statement.

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

| <b>Topic</b>                                                          | <b>Impact</b>                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value)                                    | No direct financial implications or additional MTFP support required. Improving alignment of resources with need may support better outcomes over time.                                                                                                  |
| Procurement                                                           | Supports clearer alignment of commissioning decisions with deprivation evidence and social value objectives.                                                                                                                                             |
| Legal                                                                 | Supports compliance with Best Value duties through clearer strategic alignment and assurance.                                                                                                                                                            |
| Risk                                                                  | Reduces strategic risk associated with poorly targeted investment and unmanaged inequality. The proposals will positively impact on the Best Value Strategic Risk by explicitly strengthening the link between evidence of need and directorate actions. |
| Human Rights, Public Sector Equality Duty and Community Cohesion      | Strengthens consideration of inequality and differential impacts on communities.                                                                                                                                                                         |
| Reducing Poverty                                                      | Directly supports delivery of Council Plan commitments to reduce and alleviate the impact of poverty.                                                                                                                                                    |
| Climate Change / Environmental                                        | Encourages place-based consideration of environmental conditions in deprived neighbourhoods.                                                                                                                                                             |
| Children and Young People Cared for by the Authority and Care Leavers | Supports better alignment of service planning with the needs of vulnerable children and young people.                                                                                                                                                    |
| Data Protection                                                       | No direct data protection implications arise from approval of the report.                                                                                                                                                                                |

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

| Action                                                                                                                                                                                                                          | Responsible Officer                                                                        | Deadline                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------|
| Amend Directorate Service Plans templates to explicitly capture a section on evidence of need within the remits of Directorates and their planned responses to them.                                                            | Head of Chief Executive's Department                                                       | Within 1 month of approval |
| Populate revised Directorate Plan templates with the additional information.                                                                                                                                                    | Leadership Team                                                                            | 30 September 2026          |
| Complete a service response to the OSB scrutiny review of the Council's approach to poverty.                                                                                                                                    | Head of Chief Executive's Department                                                       | 2 September 2026           |
| Engage with the Place Leaders Partnership to discuss deprivation in Middlesbrough and seek commitments from them on actions they will take to address the challenges demonstrated by the IMD data.                              | Corporate Director for Regeneration and Housing                                            | September 2026             |
| Set out, distribute and discuss the IMD and the framework and KPIs needed to improve outcomes at key partnership meetings with the shared aim of Making Middlesbrough Thrive.                                                   | Partnership leads of key partnerships as identified in the Partnership Governance Register | September 2026             |
| Prepare and submit a consolidated report to Executive setting out Partner contributions to Making Middlesbrough thrive and the Council's collective, intentional response to deprivation and the next steps that will be taken. | Head of Chief Executive's Department                                                       | 9 December 2026            |

## Appendices

Appendix 1 – Indices of Multiple Deprivation domains and indicators

## Background papers

| Body      | Report title                                                                                   | Date          |
|-----------|------------------------------------------------------------------------------------------------|---------------|
| Executive | Council Plan 2026-29                                                                           | 11 March 2026 |
| Executive | Performance and financial Management Policy and Programme and Project Management Policy Review | 8 April 2026  |

**Contact:** Ann-Marie Johnstone, Head of Chief Executive's Department  
**Email:** [ann-marie\\_johnstone@middlesbrough.gov.uk](mailto:ann-marie_johnstone@middlesbrough.gov.uk)

This page is intentionally left blank

## Appendix 1 \_ Indices of Multiple Deprivation: Domains and indicators

The table below sets out the domains that comprise the IMD, the indicators within them and the weighting as a percentage that has been applied to each domain.

**Figure 3.2. Domains and indicators for the Indices of Deprivation 2025**

|                                                                            |                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Income Deprivation</b><br>22.5%                                         | Adults and children in Income Support benefit units                                                                                                                                                                                                            |
|                                                                            | Adults and children in income-based Jobseeker's Allowance benefit units                                                                                                                                                                                        |
|                                                                            | Adults and children in income-based Employment and Support Allowance benefit units                                                                                                                                                                             |
|                                                                            | Adults and children in Pension Credit (Guarantee) benefit units                                                                                                                                                                                                |
|                                                                            | Adults and children in Universal Credit benefit units 'out of work' conditionality categories: 'No work requirements', 'Planning for Work', 'Preparing for work', 'Searching for work'                                                                         |
|                                                                            | Adults and children in Universal Credit benefit units 'in work' conditionality categories: 'Working with requirements' and 'Working no requirements' with monthly equivalised income of less than 70% median equivalised monthly income after housing costs ** |
|                                                                            | Adults and children in Housing Benefit claimant benefit units with monthly equivalised income of less than 70% median equivalised monthly income after housing costs ++                                                                                        |
|                                                                            | Adults and Children in Tax Credit claimant benefit units with monthly equivalised income of less than 70% median equivalised monthly income after housing costs **                                                                                             |
|                                                                            | Asylum seeker adults and children in dispersed accommodation receipt of support **                                                                                                                                                                             |
|                                                                            |                                                                                                                                                                                                                                                                |
| <b>Employment Deprivation</b><br>22.5%                                     | Claimants of Jobseeker's Allowance (both contribution-based and income-based)                                                                                                                                                                                  |
|                                                                            | Claimants of Employment and Support Allowance (both contribution-based and income-based)                                                                                                                                                                       |
|                                                                            | Claimants of New Style Jobseeker's Allowance ++                                                                                                                                                                                                                |
|                                                                            | Claimants of New Style Employment and Support Allowance ++                                                                                                                                                                                                     |
|                                                                            | Claimants of Incapacity Benefit                                                                                                                                                                                                                                |
|                                                                            | Claimants of Severe Disablement Allowance                                                                                                                                                                                                                      |
|                                                                            | Claimants of Carer's Allowance                                                                                                                                                                                                                                 |
|                                                                            | Claimants of Income Support ++                                                                                                                                                                                                                                 |
|                                                                            | Claimants of Universal Credit 'Searching for work' conditionality group                                                                                                                                                                                        |
|                                                                            | Claimants of Universal Credit 'No work requirements' conditionality group                                                                                                                                                                                      |
| Claimants of Universal Credit 'Planning for work' conditionality group ++  |                                                                                                                                                                                                                                                                |
| Claimants of Universal Credit 'Preparing for work' conditionality group ++ |                                                                                                                                                                                                                                                                |
| <b>Education, Skills &amp; Training Deprivation</b><br>13.5%               | Key Stage 2 attainment: scaled scores                                                                                                                                                                                                                          |
|                                                                            | Key Stage 4 attainment: average capped points score                                                                                                                                                                                                            |
|                                                                            | Entry to higher education                                                                                                                                                                                                                                      |
|                                                                            | Pupil absence **                                                                                                                                                                                                                                               |
|                                                                            | Persistent pupil absence ++                                                                                                                                                                                                                                    |
| <b>Health Deprivation &amp; Disability</b><br>13.5%                        | Comparative Illness and Disability Ratio **                                                                                                                                                                                                                    |
|                                                                            | Years of Potential Life Lost                                                                                                                                                                                                                                   |
|                                                                            | Acute Morbidity                                                                                                                                                                                                                                                |
|                                                                            | Mental health composite indicator - Suicide                                                                                                                                                                                                                    |
|                                                                            | Mental health composite indicator - Hospital admissions **                                                                                                                                                                                                     |
| <b>Crime</b><br>9.3%                                                       | Mental health composite indicator - Prescribing data                                                                                                                                                                                                           |
|                                                                            | Mental health composite indicator - Health benefits ++                                                                                                                                                                                                         |
|                                                                            | Violence with injury ++                                                                                                                                                                                                                                        |
|                                                                            | Violence without injury ++                                                                                                                                                                                                                                     |
|                                                                            | Stalking and harassment ++                                                                                                                                                                                                                                     |
|                                                                            | Burglary **                                                                                                                                                                                                                                                    |
|                                                                            | Theft **                                                                                                                                                                                                                                                       |
|                                                                            | Criminal damage **                                                                                                                                                                                                                                             |
|                                                                            | Public order and Possession of weapons ++                                                                                                                                                                                                                      |
|                                                                            | Anti-social behaviour ++                                                                                                                                                                                                                                       |
| <b>Barriers to Housing &amp; Services</b><br>9.3%                          | Geographical Barriers: Connectivity Score ++                                                                                                                                                                                                                   |
|                                                                            | Housing affordability **                                                                                                                                                                                                                                       |
|                                                                            | Household overcrowding **                                                                                                                                                                                                                                      |
|                                                                            | Statutory Homelessness                                                                                                                                                                                                                                         |
|                                                                            | Core Homelessness ++                                                                                                                                                                                                                                           |
|                                                                            | Broadband speed ++                                                                                                                                                                                                                                             |
| <b>Living Environment Deprivation</b><br>9.3%                              | Patient-to-GP ratio ++                                                                                                                                                                                                                                         |
|                                                                            | Housing Energy Performance Score ++                                                                                                                                                                                                                            |
|                                                                            | Housing in poor condition **                                                                                                                                                                                                                                   |
|                                                                            | Housing lacking private outdoor space ++                                                                                                                                                                                                                       |
|                                                                            | Air quality **                                                                                                                                                                                                                                                 |
| Road traffic accidents involving injury to pedestrians and cyclists **     |                                                                                                                                                                                                                                                                |
| Noise pollution ++                                                         |                                                                                                                                                                                                                                                                |
| <b>++ New indicators</b>                                                   |                                                                                                                                                                                                                                                                |
| <b>** Modified indicators</b>                                              |                                                                                                                                                                                                                                                                |
| % illustrates the weight of each domain in the IMD 2025                    |                                                                                                                                                                                                                                                                |

This page is intentionally left blank

**MIDDLESBROUGH COUNCIL**

|                                   |                                                                                  |
|-----------------------------------|----------------------------------------------------------------------------------|
| <b>Report of:</b>                 | Chief Executive - Erik Scollay                                                   |
| <b>Relevant Executive Member:</b> | Mayor - Chris Cooke                                                              |
| <b>Submitted to:</b>              | Executive                                                                        |
| <b>Date:</b>                      | 8 July 2026                                                                      |
| <b>Title:</b>                     | Wholly and Partly Owned Council Companies Policy and supporting Minimum Standard |
| <b>Report for:</b>                | Decision                                                                         |
| <b>Status:</b>                    | Public                                                                           |
| <b>Council Plan priority:</b>     | Delivering Best Value                                                            |
| <b>Key decision:</b>              | No                                                                               |
| <b>Why:</b>                       | Decision does not reach the threshold to be a key decision                       |
| <b>Subject to call in?</b>        | Yes                                                                              |
| <b>Why:</b>                       | Non Urgent Report                                                                |

**Proposed decision(s)**

That the Executive:

- **APPROVES** the Wholly and Partly Owned Council Companies Policy 2026-29 and supporting minimum standard.

**Executive summary**

From time to time, the Council may elect to use a wholly or partly owned company to carry out specific functions. The purpose of this report is to seek approval of the proposed policy that sets out how the Council will develop, operate, and review wholly or partly owned council (WPOCC) companies.

This report sets out that policy and its supporting Minimum Standard. The key elements of the policy and supporting minimum standard are:

- A business case should be in place for all proposed companies
- Due diligence should be completed to ensure the business case is robust

- It contains measures to ensure any company structure and reporting arrangements established will provide the Council with assurance that the company meets the principles of good governance articulated in the Minimum Standard
- That roles and responsibilities are clearly understood and that those who hold them have the skills, capacity and experience to deliver those roles fully
- That regular formal reviews of arrangements are considered by the appointing body to assess whether the business case for the company is still present.

If agreed, it will be implemented and the one existing company arrangement in place will be reviewed against this new model.

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

- 1.1 The purpose of this report is to seek approval of the proposed policy that sets out how the Council will develop, operate, and review Wholly or Partly Owned Council (WPOCC) companies.
- 1.2 The aim of the policy is to strike an appropriate balance between allowing a company the freedom to manage its activities, while and ensuring that its arrangements provide the Council with assurance that the company is required to achieve the Council's ambitions, provides value for money from its activities and has appropriate corporate governance arrangements in place.

| Our ambitions                          | Summary of how this report will support delivery of these ambitions and the underpinning aims                                                                                                                                                                                                                                                                           |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | The policy and compliance with it will provide greater assurance around the contribution any company that is established will have towards achievement of the Council's priorities.                                                                                                                                                                                     |
| <b>A healthy Place</b>                 | The policy and compliance with it will provide greater assurance around the contribution any company that is established will have towards achievement of the Council's priorities.                                                                                                                                                                                     |
| <b>Safe and resilient communities</b>  | The policy and compliance with it will provide greater assurance around the contribution any company that is established will have towards achievement of the Council's priorities.                                                                                                                                                                                     |
| <b>Delivering best value</b>           | The policy and compliance with it will provide greater assurance around the contribution any company that is established will have towards achievement of the Council's priorities. In particular, completion of a business case for any new bodies, will ensure that they are only established where it is clear that they will meet the needs of the Best Value Duty. |

## 2. Recommendations

- 2.1 That the Executive:
- **APPROVES** the Wholly and Partly Owned Council Companies Policy 2026-29 and supporting Minimum Standard.

## 3. Rationale for the recommended decision(s)

- 3.1 The policy and supporting Minimum Standard provide a consistent standard against which companies can be assessed to provide the organisation with assurance that governance is fit for purpose and the business case for establishment of a company is robust.

**4. Background and relevant information**

4.1 The Council has had a policy in place since 2023, that sets out appropriate governance arrangements for Wholly or Partly Owned Council Companies to ensure compliance with CIPFA guidance on this.

4.2 The key elements of the policy and supporting Minimum Standard are:

- A business case should be in place for all proposed companies
- Due diligence should be completed to ensure the business case is robust
- Implementation plans of the company should ensure that its structure and reporting arrangements provides the Council with assurance that it meets the principles of good governance articulated in the Minimum Standard
- That roles and responsibilities are clearly understood and that those who hold them have the skills, capacity and experience to deliver those roles fully.
- That regular formal reviews of arrangements are considered by the appointing body to assess whether the business case for the company is still present.

4.3 The policy has been reviewed as part of the three year refresh cycle for this policy. Following this review, the policy has been amended to include a clarification around the threshold at which the policy should apply. The scope of the policy has been amended to state that the policy will only apply where the Council’s position within a partly owned company meets the government definition of a ‘person with significant control’ (PSC). Government defines PSC as:

- has more than 25% shares or voting rights in the company
- can appoint or remove a majority of directors
- can influence or control the company or trust.

**5. Ward Member Engagement if relevant and appropriate**

5.1 Not applicable.

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

6.1 The Council could choose not to have this policy in place, however that is not recommended. A proportionate, consistent approach to the establishment, maintenance and review of such arrangements will provide the Council with assurance that Value for Money is being achieved within arrangements that are necessary to achieve its objectives.

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

| Topic                              | Impact                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value) | There are no direct financial implications arising directly from this report and policy. Application of the policy will support the Council to ensure compliance with the requirements of the Best Value Duty. The Minimum Standard will ensure that any business case for establishment of a company will fully assess the costs and benefits, |

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  | including costs of ensuring it is appropriately resourced to meet its obligations in relation to corporate governance; including information governance, legal support, data protection, health and safety, risk, insurance, performance management and HR.                                                                                                                                                                                                                                     |
| Procurement                                                      | <p>Not applicable. No procurement activity will occur as a result of the policy being refreshed.</p> <p>The Minimum Standard includes a requirement that a company structure within the scope of the policy should ‘ensure best value is achieved in relation to investments by ensuring appropriate frameworks are in place to oversee delivery. This could include project management tools, procurement policy, financial management etc’.</p>                                               |
| Legal                                                            | <p>The policy and supporting Minimum Standard will support compliance with company law and good practice guidance issued by sectoral leaders such as the Chartered Institute of Public Finance and Accountancy (CIPFA).</p> <p>The policy supports officers and members who may be required to undertake a formal director role within a company to understand their legal responsibilities.</p>                                                                                                |
| Risk                                                             | <p>The policy and compliance with it provide greater assurance around the contribution any company that is established will have towards achievement of the Council’s priorities. It will also ensure that the risks of any companies are fully articulated and formally reported back to the Council on a regular basis during the lifetime of the company.</p> <p>The policy positively impacts on Strategic Risk SR-09 – that corporate governance arrangements are not fit for purpose.</p> |
| Human Rights, Public Sector Equality Duty and Community Cohesion | Not applicable. Application of the policy and supporting standard will provide assurance on each company in relation to compliance with their legal obligations in these areas.                                                                                                                                                                                                                                                                                                                 |
| Reducing Poverty                                                 | Not applicable. Application of the policy and supporting standard will provide assurance on each company in relation to compliance with their legal obligations in these areas. The policy and supporting standards will also ensure that any company that is established, aligns with the Council’s strategic objectives, as set out in the Council Plan.                                                                                                                                      |
| Climate Change / Environmental                                   | Application of the policy and supporting standard will provide assurance on each company in relation to compliance with their legal obligations in these areas. The policy and supporting standards will also ensure that any company that is established, aligns with the Council’s strategic objectives, as set out in the Council Plan.                                                                                                                                                      |

|                                                                       |                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Children and Young People Cared for by the Authority and Care Leavers | Application of the policy and supporting standard will provide assurance on each company in relation to compliance with their legal obligations in these areas. The policy and supporting standards will also ensure that any company that is established, aligns with the Council’s strategic objectives, as set out in the Council Plan. |
| Data Protection                                                       | Application of this policy will ensure that any business case for the creation of a company within scope, will set out how it will be resourced to meet its obligations in relation to data protection.                                                                                                                                    |

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

| Action                                                     | Responsible Officer                                       | Deadline     |
|------------------------------------------------------------|-----------------------------------------------------------|--------------|
| Publish the revised policy on the Council’s Open data site | Ann-Marie Johnstone, Head of Chief Executive’s Department | 30 July 2026 |

### Appendices

|   |                                                              |
|---|--------------------------------------------------------------|
| 1 | Wholly and Partly Owned Council Companies Policy 2026 - 2029 |
| 2 | Wholly and Partly Owned Council Companies Minimum Standard   |

### Background papers

| Body                                                                  | Report title                                                                     | Date         |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------|
| Single Member Executive – Executive Member for Finance and Governance | Wholly and Partly Owned Council Companies Policy and supporting Minimum Standard | 25 July 2023 |

**Contact:** Ann-Marie Johnstone, Head of Chief Executive’s Department  
**Email:** ann-marie\_johnstone@middlesbrough.gov.uk



## Wholly and Partly Owned Council Companies

|                       |                                                                                                                                           |                                    |     |  |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----|--|
| <b>Creator</b>        | Author(s)                                                                                                                                 | Ann-Marie Johnstone                |     |  |
|                       | Approved by                                                                                                                               | Executive                          |     |  |
|                       | Department                                                                                                                                | Chief Executive's Department       |     |  |
|                       | Service area                                                                                                                              | Governance, Policy and Information |     |  |
|                       | Head of Service                                                                                                                           | Ann-Marie Johnstone                |     |  |
|                       | Director                                                                                                                                  | Erik Scollay                       |     |  |
| <b>Date</b>           | Created                                                                                                                                   | 2022/10/26                         |     |  |
|                       | Submitted                                                                                                                                 | 2026/07/29                         |     |  |
|                       | Approved                                                                                                                                  | TBC                                |     |  |
|                       | Updating Frequency                                                                                                                        | 3 years                            |     |  |
| <b>Status</b>         | Version: 2.0                                                                                                                              |                                    |     |  |
| <b>Contributor(s)</b> | Head of Chief Executive's Department, Governance and Information Manager, Monitoring Officer, Section 151 officer, Head of Legal Services |                                    |     |  |
| <b>Subject</b>        | Governance of wholly and partly owned Council companies                                                                                   |                                    |     |  |
| <b>Type</b>           | Policy                                                                                                                                    |                                    |     |  |
|                       | Vital Record                                                                                                                              |                                    | EIR |  |
| <b>Coverage</b>       | Middlesbrough Council                                                                                                                     |                                    |     |  |
| <b>Language</b>       | English                                                                                                                                   |                                    |     |  |

### Document Control

| Version | Date       | Revision History | Reviser     |
|---------|------------|------------------|-------------|
| 0.1     | 2022/12/01 | Draft            | S Hussain   |
| 2.0     | 2026/03/09 | Triennial review | A Johnstone |

### Distribution List

| Version | Date       | Name/Service area                         | Action            |
|---------|------------|-------------------------------------------|-------------------|
| 1.0     | 2023/07/28 | All staff via the intranet                | Approval          |
| 2.0     | 2026/06/30 | All staff via intranet and open data site | Awareness raising |

|                 |                                                                                                                                                |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Contact:</b> | Head of Chief Executive's Department<br><a href="mailto:Ann-Marie_Johnstone@middlesbrough.gov.uk">Ann-Marie_Johnstone@middlesbrough.gov.uk</a> |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------|

## Summary

1. This policy sets out how the Council will develop, operate, and review Wholly or Partly Owned Council Companies (WPOCC) to strike an appropriate balance between allowing a company the freedom to manage its activities and ensuring that its arrangements provide the Council with assurance that the company is required to achieve the Council's ambitions, the arrangement is providing value for money from activities and there are appropriate corporate governance arrangements in place.
2. The following sections outline:
  - Purpose
  - Definitions
  - Scope
  - Legislative and regulatory framework
  - Policy statement
  - Roles and responsibilities
  - Supporting policies, procedures and standards; and
  - Monitoring and review arrangements.
3. This policy also sets a minimum standard for the establishment, governance and review of any WPOCC (attached at Appendix 1) to support compliance with the aims of this policy.
4. The principle of "comply or explain" is expected in relation to following the requirements of this policy. Compliance with the requirements contained here is mandated, unless there is a good, well-argued, evidence based and documented reason for adopting a different approach, agreed with the Council's S151 Officer and Monitoring Officer. Constitutional and legal requirements must still be followed.

## Purpose

5. Through the implementation of this policy, the Council aims to ensure any companies established that it either partly or wholly owns:
  - Are only established following completion of the business case process as set out in the Council's Project and Programme Management Framework which identifies that there is a compelling business case that meets the standards set out in the supporting Minimum Standard
  - Have appropriate controls and freedoms, with sufficient control for the Council, to ensure that its investment is protected, appropriate returns on investment can be obtained and that the activities of the entity are aligned with the values and strategic objectives of the Council
  - Have clear understanding of roles and responsibilities between the Council and any wholly or partly owned council companies. Roles involved in the oversight and operation of the company are occupied by those with the skills and experience to deliver them
  - Have in place arrangements that ensure regular assurance is provided and that the entity continues to be relevant and required.
6. Effective implementation of this policy will ensure that the Council understands its wholly or partly owned council companies, how they contribute to strategic objectives and provision of assurance around good governance.

## Definitions

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Wholly or Partly Owned Council Company</b> | A separate legal entity, either partly or wholly owned by the Council, established to deliver a specific range of functions and/or commercial activity following the agreement of the appropriate decision-making body within the Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Value for Money</b>                        | Wholly or Partly Owned Council Company uses resources in a way that creates and maximises public value.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Company Governance</b>                     | The governance arrangements that will be put in place and maintained during the life of the company in order to meet the requirements of this policy and supporting minimum standard.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Council shareholder</b>                    | The position can be made up by a number of appointees or one individual who review the performance of the board and ensure investments and policy objectives are being delivered by the Company in line with Council expectations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Company Board Chair</b>                    | The chair provides clear board leadership, supporting the directors and chief executive of the entity and taking account of the shareholders views.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Executive Directors</b>                    | They are focused on running the Council Company's business activities and implementing the boards plans and policies. They may be expected to be board members, although this is not essential.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Non-Executive Directors</b>                | Non-Executive Directors have a wider role, providing independent and constructive challenge. They are in place to bring independent judgment to bear on issues of subject matter expertise, strategy, performance, resources including key appointments and standards of conduct.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Nolan principles</b>                       | Seven principles set out by Lord Nolan in 1995, including a code of conduct across public life, outlining the ethical standards public sector workers and elected officials are to adhere to.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Articles of association</b>                | Written, published rules that determine how the company is run and is agreed by the shareholders or guarantors, directors and (where there is one) the company secretary.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Shareholder agreement</b>                  | <p>the shareholders' agreement is a confidential document, whereas the articles of association are open for the public to view at Company House. This may affect the decision about what is included in the articles of association and what should be kept private in the shareholders' agreement.</p> <p>Typically, a shareholder agreement will cover the following:</p> <ul style="list-style-type: none"> <li>• The nature of the company and its purpose</li> <li>• The process for appointing and removing directors</li> <li>• How decisions about the company will be made</li> <li>• How disputes will be resolved</li> <li>• The shareholders' rights to information</li> <li>• How shares will be distributed and sold</li> <li>• Any restraint provisions on shareholders</li> </ul> |

## Scope

7. This policy applies to all arrangements of the Council meeting the corporate definition of

wholly or partly owned council companies outlined in this policy.

8. For partly owned Council companies, this policy will apply where the Council’s position meets the government definition of a ‘person with significant control’ (PSC). Government defines PSC as:

- has more than 25% shares or voting rights in the company
- can appoint or remove a majority of directors
- can influence or control the company or trust.

9. The policy applies to all elected members and employees of the Council (both permanent and temporary).

### Legislative and regulatory framework

10. Key elements of the legislative and regulatory framework relevant to partnership governance are set out below.

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Localism Act 2011</b>                                                 | The Act gave Local authorities new and broader general powers of competence in accordance with section 1 of the act.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Local Government Act 2003</b>                                         | Gives Local Authorities the power to set up companies to trade with a view to making a profit in relation to any of their existing functions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Companies Act 2006</b>                                                | <p>Sets out <a href="#">statutory duties</a> of directors of companies to be legally responsible for running the company and providing information on the company’s structure and operation to Companies House.</p> <p>Duty on Company Directors to act in the best interests of the company to promote its success including that they must consider the:</p> <ul style="list-style-type: none"> <li>• consequences of decisions, including the long term</li> <li>• interests of its employees</li> <li>• need to support business relationships with suppliers, customers and others</li> <li>• impact of its operations on the community and environment</li> <li>• company’s reputation for high standards of business conduct</li> <li>• need to act fairly to all members of the company.</li> </ul> |
| <b>The Five Case Business Model: HM Treasury, Government Green Book.</b> | HM Treasury Green Book approach to public sector investment, adopting the five-case model, as set out in the <a href="#">‘Guide to Developing the Project Business Case, Better business cases: for better outcomes’</a> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Freedom of Information Act 2000</b>                                   | If the company is wholly owned by one Local Authority, it will be subject to the Act. If it is owned by more than one Council, it is exempt.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

11. This policy is also shaped by best practice guidance published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

## Policy Statement

12. Each existing or prospective wholly or partly owned council company will have a lead manager of appropriate seniority who sits on the Council’s Leadership Management Team. The lead will be responsible for ensuring that wholly or partly owned council companies are developed, governed, and reviewed in line with this policy.
13. Development of any new wholly or partly owned council companies will be a project and be managed in line with the Council’s Programme and Project Management Policy and supporting framework.
14. All formal wholly or partly owned council company agreements and structures proposals (incorporated partnerships or other) will be agreed by the Corporate Director of Legal and Corporate Services following approval of a robust business case, in line with the Council’s Programme and Project Management Policy.
15. All wholly or partly owned council companies will meet the minimum standard of governance set out in the Minimum Standard appended to this policy.
16. Once established, the performance of wholly and partly owned companies will be reported **quarterly** to the Executive and Lead Manager, and updates to Overview and Scrutiny Board at least annually. Reporting will cover ongoing compliance with this policy, activity and its alignment with the Council’s objectives.

## Roles and key responsibilities

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Members</b> | Responsible for agreement of this policy and adhering to it when acting in line with this policy in their Executive Member capacity or Council appointed company role.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Elected Members</b>   | <p>Elected members may be appointed to wholly or partly owned Council companies’ boards and will scrutinise the performance of such Council companies in line with its governance arrangements and their appointed roles.</p> <p>Members must be aware of their responsibilities under the Local Code of Corporate Governance and Codes of Conduct for members and employees and ensure that the Council companies that they are involved in comply with this policy. Any concerns should be escalated to Monitoring Officer of the Council.</p>                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Company Directors</b> | <p>Act within their powers under the company’s constitution. promote the success of the company. A director must act in a way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members (shareholders) as a whole.</p> <p>Directors must exercise independent judgement, developing their own informed view of the company’s activities.</p> <p>It is the responsibility of all directors to avoid or manage conflicts of interest which may affect their objectivity. If situations arise which impose multiple claims on a director’s attention or loyalty, it is essential that they disclose them to fellow board members. It will then be up to the other non-conflicted board members (or the shareholders, in some cases) to decide how to manage or approve the conflict and maintain the integrity of the board’s decision-making process.</p> |
| <b>Company</b>           | The designated shareholder(s) responsible for representing the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                        |                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Shareholder Representative</b>      | Council's ownership of the wholly or partly owned council company.                                                                                                                                                                                                                                                                                  |
| <b>Monitoring Officer</b>              | Provide advice on partnership models and governance arrangements where appropriate and signs off all formal arrangements prior to approval. Be provided with regular assurance that the company is operating in line with expected governance arrangements.                                                                                         |
| <b>Section 151 Officer</b>             | Ensure the proposed company's arrangements will provide the Council with Value for Money. Be provided with regular assurance that the company is continuing to provide Value for Money.                                                                                                                                                             |
| <b>Leadership Management Team Lead</b> | Responsible for ensuring any proposed company is established in line with this policy. Once a company is in operation, ensuring that appropriate assurances are provided back to the Council on the governance of its operation and value for money delivery. Providing regular assurance around the ongoing need for the company to be maintained. |

### Supporting policies, procedures and standards

17. The following policies, procedures and standards will be implemented across the Council to support effective partnership governance.

|                                                |                                                                                                                                                                                                               |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk and Opportunity Management Policy</b>  | Sets out how the Council will ensure that risks are effectively managed, and opportunities exploited to maximise delivery of strategic objectives, fully integrated with performance management arrangements. |
| <b>Performance Management Policy</b>           | Sets out how the Council will ensure that performance is effectively managed to deliver strategic priorities for the town.                                                                                    |
| <b>Programme and Project Management Policy</b> | Sets out how the Council will manage its portfolio of programmes and projects to ensure delivery to scope, cost, time and quality.                                                                            |

### Monitoring and Review Arrangements

18. This policy will be reviewed every three years, unless there is significant development that would require a more urgent review e.g., new legislation.



**MIDDLESBROUGH COUNCIL**

**WHOLLY AND PARTLY OWNED  
COUNCIL COMPANIES**

**MINIMUM STANDARD**

May 2026

## **Introduction**

1. This document supports compliance with the Wholly and Partly Owned Council Companies (WPOCC) policy by providing a best practice checklist of the minimum required to be followed when considering establishing a company arrangement that will be within the scope of the policy, oversight during the company's lifetime and how the continued existence of a company should be regularly reviewed.

## **Development - Development of a proposal to establish a Company**

2. Where it has been identified that a company, in some form may be required to achieve the Council's objectives, the following steps must be taken.

### **Business Case**

3. A business case should be developed that considers the need for the company, in line with the Council's Programme and Project Management Policy, that:
  - Sets out the strategic context together with the overall vision and ensure that the objectives for the required activity are clear
  - assesses why establishing a company is the best assessed option against the range of delivery models available to the Council
  - ensure that the costs and benefits – both direct and indirect – are clear and that evaluation is driven by long-term benefits
  - ensure a comprehensive appraisal of the range of options for service delivery in such a way that decision makers are assured that there has been a fair assessment of the delivery models e.g., in house, outsource, partnership working, Local Authority Trading company, Joint Venture, Teckal company etc.
  - sets out the investment and other resources required in the recommended option to achieve the objectives, along with a clear illustration of the true costs of borrowing where this is appropriate.
4. In line with the Council's Programme and Project Management Policy and supporting framework, it is likely that a Business Case will also be required. Within this, the assessment of any company should also consider how it will be resourced to meet the obligations of this minimum standard in relation to corporate governance; including information governance, legal support, data protection, health and safety, risk, insurance, performance management and HR.
5. Further guidance on the content of the business case can be sought from the Council's Programme and Project Management Framework and the Chartered Institute of Public Finance and Accountancy (CIPFA) detailed 'Local Authority Owned Companies, good practice guidance' (2022).

### **Stakeholder involvement**

6. The LMT lead should ensure that any exploration of a business case for the establishment of a company includes early engagement with stakeholders including:

- Executive Member(s) and the Mayor, and where the ultimate decision maker is a body other than Executive, politicians that sit on that body
- The Chief Executive
- The Monitoring Officer
- The Section 151 Officer
- Portfolio Management Office
- Head of Chief Executive's Department.

### **Due Diligence**

7. Prior to finalisation of any full business case, a due diligence process should be completed to ensure the above has resulted in a proposal where the financial, legal, taxation and operational implications of the proposed company are understood and the assumptions for its creation are robust.
8. An external review, or an internal review by someone who has not been involved in the process and who has the knowledge and skills to consider the following questions should be undertaken:
  - Are the proposals aligned with the Council's Strategic objectives?
  - Are the desired outcomes from the company clearly stated?
  - Is the proposal consistent with the Council's values?
  - Where other partners are involved is there a clear alignment of expectations?
  - Does the proposal fully articulate the risks to the authority, including financial, reputational and service delivery risks?
  - Would there still be a robust business case for the company if there was a change in the political administration of the Council?
  - Is there a clear rationale for creating the company?
  - Does the proposal fully articulate the whole cost of establishing and maintaining a company including staffing and governance?
  - Does the authority have the right skills in place to successfully deliver a company, including oversight and occupation of key company roles by councillors and members?
9. This will include ensuring the following documents are in place before a Member decision is taken on the principle of establishing a company:
  - A business case
  - A business plan
  - Proposed articles of association
  - A shareholder/member or governance agreement that covers issues such as expected standards in relation to corporate governance, including the expected risk appetite of the company and how it will be managed
  - Commissioner clarity – where a local authority company is contracted to provide services to the local authority (the shareholder) it is advisable to establish a client/contractor split
  - Agreements providing for the council's provision of services and (if relevant) provision or transfer of assets and liabilities to the company
  - Policy on secondments and / or employment by the Company

- Additional agreements as required, including data protection, records management and information-sharing protocols
- Policy on conflicts of interest
- Documents concerning funding flows – loans and advance payments
- Authority internal policy documents that may apply to the company, such as standing orders and financial and contract regulations
- A clear exit strategy
- Any reserved matters that can only be done in agreement with the shareholders.

### **Taking the decision**

10. At the point a decision is taken to proceed, a detailed implementation plan will be delivered that covers key aspects of good corporate governance including:

- ICT, systems, security, hardware and software
- Staffing
- Banking, VAT and accounts
- Information governance
- Legal compliance
- Records management
- Performance and budget oversight by the Board and Council
- Internal and External audit requirements.

### **Implementation – Structure, Roles and Responsibilities**

11. A Company will need sufficient freedom to achieve its objectives in order to thrive. A commercial entity needs to be able to act with agility to compete with other companies in the market, taking into account changing conditions.

12. The governance of the company will need to ensure that the Council retains effective oversight of the company, thereby protecting its investment and ensuring that trading activities are carried out in accordance with the Authority's ethos and values.

### **Company Structure**

13. The Company's structure should be set up to provide the following:

- Clear formal communication channels between the company and the Council both to the Leadership Management Team lead responsible for oversight but also to provide formal regular assurance back to the Council on the ongoing effectiveness of the company and its delivery against its business plan and the Council's objectives. This will be on at least a quarterly basis.
- A performance framework that ensures the board are fully sighted on the performance of the company, its risk management and the effectiveness of its internal controls.
- The company, within its governance documents, should clearly articulate its risk appetite as part of a risk management policy and that should be agreed and regularly reviewed by the Board.

- Delivery processes that ensure best value is achieved in relation to investments by ensuring appropriate frameworks are in place to oversee delivery. This could include project management tools, procurement policy, financial management etc.
- Training for proposed Board Members to ensure they understand their proposed roles, expectations, risks they will be taking on, the conflict of interest process and any other relevant aspect of good governance. This should be repeated regularly. Completion of training should be a requirement of ongoing Board Membership. An annual review of Board skills should be completed and the outcome reported in assurance reports to the Council.
- Provision of access to financial data to ensure the Council can maintain its legal obligations in relation to financial reporting.
- Consideration of the financial reporting regime the company will be required to follow
- Provision of external audit of the company's accounts with the presumption that any company using public money would be subject to external audit.
- Internal audit arrangements for the company using either the Council's existing provider or securing an alternative provider.
- A communications plan that sets out how company information will be published to provide the public with information about the operation of the company while also maintaining commercial confidentiality where necessary to ensure the company can operate on an equal footing with its competitors.
- A conflict-of-interest policy governing company directors and staff. This will cover situational conflicts that will not be permitted including:
  - Executive members holding a portfolio who also serve as a director of a company under the control of the same portfolio
  - Councillors taking shareholder decision in respect of a company of which they are also a director.
  - Officers who serve as director for a company will not also be allowed to undertake the Shareholder Representative role for the Council.
  - Conflicts prohibited by the council constitution.

### **Roles and responsibilities of the Council**

14. It will be the Lead LMT member's responsibility to ensure that the Council establishes the company and maintains responsible for the following decisions (subject to agreement with partners where it is a joint venture) during the life of the company:

- registering the company and associated persons with Companies House
- drawing up documentation to support the company's governance and structure
- appointing the board chair
- agreeing board memberships and board members' responsibilities
- determining the regularity of meetings
- determining audit arrangements, and
- agreeing how the company should be financed

- identification and agreement of client / contractor splits where the company provides services to the Council.

### **Roles and Responsibilities of the Company Board's Chair**

15. The Chair must:

- Set clear expectations around style, tone and content of board discussions
- Ensure the Board has effective decision-making processes that meet good governance standards
- Ensure there is sufficient challenge involved in major proposals
- Ensure meetings are held without company employees are present in order to facilitate a full and frank airing of views, where that is required
- Ensure that an appropriate level of information is received by the Board in order for informed decisions to be made.

### **Roles and responsibilities of the Board**

16. The Board will:

- Provide leadership
- Model compliance with good governance conduct through its behaviour
- Monitor performance against the objectives and risk
- Evaluate courses of action to achieve objectives and make strategic decisions
- Be accountable for the company's activities to the Council, ensuring regular reporting to the Council.

17. Company Directors will:

- Act at all times in the best interests of the company as required by company law
- Be responsible for ensuring they have the skills and knowledge to undertake their roles effectively
- Act only within their roles as set out in the Company Memorandum and Articles of Association and only use their powers for the purposes for which they are conferred (this will require a clear understanding of the differences between roles when acting as either an Executive Director of the Company, a non-Executive Director and when acting in other roles outside of the company e.g. Elected Member, officer of the Council etc.)
- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable, care, skill and diligence
- Avoid actual, potential and perceived conflicts of interest by adhering to a conflict-of-interest policy

18. Executive Directors are working employees of the company, responsible for strategic decision-making and ensuring effective running of business operations.

19. Non-Executive Directors will provide expertise, hold the company to account for its performance and compliance with good governance through constructive challenge and scrutiny.
20. Where there is a requirement for a company to act at 'arms-length' in order to achieve its objectives, strong consideration should be given to appointing a chair who is independent of the Council.

#### **Roles and responsibilities of Shareholder Representative**

21. Within the current governance model of the Council, the Elected Mayor determines the Shareholder representative. The function can be delegated to an officer or the Executive. The representative should have due regard to the views of the Shareholder Board when exercising their role as the shareholder representative.
22. Where applicable, depending on the nature of the legal entity, the Council should identify who the personal with significant control is and register them with Companies House.

#### **Roles and responsibilities of a Shareholder Board**

23. A formal Shareholder Board should be established to advise the shareholder representative. This Board will provide oversight from the Council's perspective and be the mechanism by which non-Executive Councillors, can hold the company to account. Directors of the Company are required to attend Shareholder Boards to present information as required.
24. Each company will be different, however when establishing the governance, consideration should be given as to how the views of the Board will be given to the representative and then reflected in the business meetings of the Board.

### **Good Governance in practice – Operating effectively and with integrity**

#### **Managing conflicts of interest**

25. When appointing Non-Executive Directors, the Council should consider the good practice of having some distance between key authority decision makers and company decision makers in terms of personnel.
26. There should be a conflict of interest policy and supporting register that meets legal obligations and compliance with it is clearly the responsibility of individuals acting in various company roles.
27. All potential conflicts of interest should be referred to the Council's Monitoring Officer and the Company Secretary.

#### **Council scrutiny**

28. The LMT lead should ensure the Council's Overview and Scrutiny Board (OSB) is able to exercise its power in relation to scrutiny of the operation of local authority companies as part of its work programme.

29. The Council's Annual Governance statement, considered by Corporate Affairs and Audit Committee, should include reference to how the Council monitors and evaluates the effectiveness of the governance arrangements set out in this minimum standard.

### **Keeping a record**

30. Minutes must be taken for all board meetings that provide a complete record of those present, declarations of interest, discussion, decision, and the rationale for it. They must be kept for 10 years.

### **Council performance monitoring of the Company**

31. Quarterly reports on the performance of the Company, finance reporting, delivery of the company against its objectives as set by the Council, and its risk management arrangements should be considered by the appointing Council body, usually Executive, on a quarterly basis. This report should set out progress against an annual business plan that clearly articulates planned activity to achieve the aims of the company, address any internal or external audit recommendations.

### **Review – Is the company still the best vehicle to achieve the required objectives?**

32. As a minimum, a review of the company, its structure and its delivery should be conducted by the Lead LMT member at least year to assess whether the business case for its establishment is still relevant, whether the company is operating as intended and is effective. The outcome of this review should be referenced in the annual report to the relevant Council committee. The CIPFA detailed guidance should be used to shape this review.
33. Questions to consider when assessing the effectiveness of the company include:
- Does the Board have the mix of skills, experience and knowledge in the context of developing and delivering the strategy, the challenges and opportunities, and the principal risks facing the company?
  - Are the purpose, direction and values of the company clearly communicated and does the Board provide effective leadership in these areas?
  - Are there succession and development plans in place?
  - Does the board work together as a cohesive unit?
  - Do key board relationships support the overall effectiveness of the Board?
  - How effective are individual directors?
  - Is the quality of information provided on the company and its performance sufficient to meet Shareholder requirements?
  - Do the quality and timing of papers and presentations to the board support board effectiveness?
  - Is the quality of discussions around individual proposals sufficient and is enough time allowed for proposals to be properly considered?
  - Does the company secretary/secretariat support the Board effectively?
  - Is there demonstrable clarity of the decision-making processes and authorities, looking back on key decisions made over the year?

- Are processes for identifying, reviewing and managing risks in place and functioning well?
- Can the board demonstrate that it communicates with, and listens and responds to, shareholders and other key stakeholders?

This page is intentionally left blank

**MIDDLESBROUGH COUNCIL**

|                                   |                                                                |
|-----------------------------------|----------------------------------------------------------------|
| <b>Report of:</b>                 | Chief Executive - Erik Scollay                                 |
| <b>Relevant Executive Member:</b> | Mayor - Chris Cooke                                            |
| <b>Submitted to:</b>              | Executive                                                      |
| <b>Date:</b>                      | 8 July 2026                                                    |
| <b>Title:</b>                     | Data Protection Policy and Direct Marketing and Cookies Policy |
| <b>Report for:</b>                | Decision                                                       |
| <b>Status:</b>                    | Public                                                         |
| <b>Council Plan priority:</b>     | Delivering Best Value                                          |
| <b>Key decision:</b>              | No                                                             |
| <b>Why:</b>                       | Decision does not reach the threshold to be a key decision     |
| <b>Subject to call in?</b>        | Yes                                                            |
| <b>Why:</b>                       | Not urgent                                                     |

**Proposed decision(s)**

That Executive:

1. Approve the Data Protection Policy,
2. Approve the Direct Marketing and Cookies Policy and
3. Delegate authority to the senior officer designated as the Council's 'senior information risk owner' to approve all future substantive revisions, minor amendments and administrative updates of the Data Protection Policy and Direct Marketing and Cookies Policy.

**Executive summary**

This report seeks approval of two key information governance policies: the Data Protection Policy and the Direct Marketing and Cookies Policy. Together, these policies provide a comprehensive framework to ensure Middlesbrough Council complies with its statutory obligations under data protection and privacy legislation, including the UK GDPR, Data Protection Act 2018, the Privacy and Electronic Communications Regulations (PECR), and the new Data (Use and Access) Act 2025. In addition, this report seeks authorisation to delegate all future revisions of these policies to the Senior Information Risk Owner (SIRO).

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

1.1 The purpose of this report is to seek formal approval of the Council’s Data Protection Policy and the Direct Marketing and Cookies Policy. The Data Protection Policy sets out the overarching approach to lawful and fair processing of personal data, while the Direct Marketing and Cookies Policy provides specific governance and controls relating to electronic marketing communications and the use of cookies and similar technologies.

| <b>Our ambitions</b>                          | <b>Summary of how this report will support delivery of these ambitions and the underpinning aims</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>A successful and ambitious town</b></p> | <p><b>Attract and grow businesses to increase employment opportunities</b><br/>                     These policies promote confidence among businesses and investors by demonstrating that the Council handles commercial and personal data in line with legal and ethical standards. Clear controls over data sharing and security support partnership working while safeguarding sensitive information.</p> <p><b>Improve attainment in education and skills</b><br/>                     Education, training and skills services rely on the accurate and secure processing of personal data relating to children, learners and families. These policies ensure data is used lawfully and proportionately to support achievement, safeguarding and targeted interventions.</p> <p><b>Ensure housing provision meets local demand</b><br/>                     Housing and regeneration services process large volumes of sensitive personal data. These policies ensure this information is managed safely, enabling effective planning, allocation and support while protecting individuals’ privacy.</p> |
| <p><b>A healthy Place</b></p>                 | <p><b>Improve life chances by responding to health inequalities</b><br/>                     Secure and lawful data sharing enables the Council and its partners to identify need, target resources and evaluate outcomes, while ensuring personal data is protected and used only for legitimate purposes.</p> <p><b>Protect and improve our environment</b><br/>                     Environmental and regulatory services process personal data relating to enforcement and compliance. These policies ensures that such data is handled proportionately and transparently, supporting fair and effective decision-making.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              | <p><b>Promote inclusivity for all</b><br/>                 These policies reinforce individuals' rights, including fairness, transparency and access, helping ensure that services are delivered equitably and without discrimination.</p> <p><b>Reduce poverty</b><br/>                 Services supporting financially vulnerable residents depend on accurate and sensitive personal data. These policies ensure this data is handled securely, protecting dignity and encouraging engagement with support services.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Safe and resilient communities</b></p> | <p><b>Support adults to be independent for longer</b><br/>                 Adult social care and preventative services rely on detailed personal and health-related information. These policies ensure this data is processed lawfully, securely and respectfully, supporting informed decision-making and continuity of care.</p> <p><b>Improve transport and digital connectivity</b><br/>                 As services become more digital, these policies provide assurance that personal data collected through digital channels is protected against misuse, supporting safe and inclusive digital access.</p> <p><b>Promote new ideas and community initiatives</b><br/>                 These policies enable innovation by setting clear rules for responsible data use, ensuring that new initiatives can be developed while managing risk and protecting personal information.</p> <p><b>Reduce crime and anti-social behaviour</b><br/>                 Information sharing with partners such as the police and community safety teams is essential to preventing harm. These policies ensure sharing is lawful, necessary and proportionate, balancing community safety with individual rights.</p> |
| <p><b>Delivering best value</b></p>          | <p><b>Ensure robust and effective corporate governance</b><br/>                 These policies support compliance with statutory duties, reduces the risk of regulatory enforcement, complaints and reputational damage, and provides clear accountability for information governance across the organisation.</p> <p><b>Set a balanced revenue budget and Medium-Term Financial Plan</b><br/>                 Preventing data breaches and non-compliance avoids financial penalties, remediation costs and service disruption. Strong data protection controls support efficient, lawful working practices and better use of resources.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## **2. Recommendations**

### **2.1 That Executive:**

- Approve the Data Protection Policy,
- Approve the Direct Marketing and Cookies Policy, and
- Delegate authority to the senior officer designated as the Council's 'senior information risk owner' to approve all future substantive revisions, minor amendments and administrative updates of the Data Protection Policy and Direct Marketing and Cookies Policy.

## **3. Rationale for the recommended decision(s)**

- 3.1 Approval of both policies ensures the Council continues to meet its legal and regulatory obligations, demonstrates accountability, and reduces the risk of non-compliance, regulatory enforcement, complaints, and reputational harm. The Direct Marketing and Cookies Policy addresses specific requirements under PECR and Information Commissioner's Office (ICO) guidance which are not fully covered by the general Data Protection Policy.

## **4. Background and relevant information**

- 4.1 Middlesbrough Council processes personal data on a significant scale in order to deliver statutory functions and public services. When carrying out tasks in the public interest or exercising official authority, the Council acts as a public authority and is required to comply primarily with the UK General Data Protection Regulation, the Data Protection Act 2018, the Privacy and Electronic Communications Regulations 2003, and the Data (Use and Access) Act 2025. The Council's approach to compliance with these obligations is encapsulated in the Data Protection Policy.
- 4.2 The Direct Marketing and Cookies Policy additionally reflects the requirements of the PECR, ICO Codes of Practice, and related guidance. It clarifies roles and responsibilities, consent standards, use of technical solutions, and governance arrangements for both marketing communications and cookie compliance.
- 4.3 These policies apply to all personal data processing undertaken by Middlesbrough Council and the following constituent data controllers: the Electoral Registration Officer/Returning Officer, the South Tees Safeguarding Children Partnership, the South Tees Youth Justice Service, and the Superintendent Registrar. Collectively referred to as "Middlesbrough Council" for the purposes of this policy. Each data controller is responsible for ensuring that personal data is processed lawfully, fairly and transparently, is accurate and secure, and is retained only for as long as necessary.
- 4.4 These policies support both public authority and competent authority processing by setting out clear governance, accountability, and roles and responsibilities, including those of elected members, senior management, information asset owners, staff, and the Data Protection Officer.

## 5. Ward Member Engagement if relevant and appropriate

- 5.1 Ward councillors, when acting in their capacity as locally elected representatives, are data controllers in their own right and are not generally covered by this policy in relation to constituency or ward casework. However, where councillors process personal data as part of their formal role on a Council committee, sub-committee, or other body exercising the Council’s functions, such processing falls within the scope of this policy and the Council’s information governance framework.

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

- 6.1 While data protection legislation does not explicitly require organisations to maintain standalone policies. However, adopting such policies is regarded as good practice and is strongly recommended by the Information Commissioner’s Office (ICO) under its Accountability Framework.
- 6.2 Formal policies help demonstrate how an organisation meets its legal obligations, embeds data protection principles into everyday practice, and provides clarity on roles, responsibilities, and expectations for those handling personal data. In a public sector context, where large volumes of personal and sensitive data are processed, the absence of a policy would make it more difficult to evidence compliance, manage risk consistently, and demonstrate accountability to regulators, service users, and the public.

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

| Topic                                                            | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value)                               | There are no direct implications for finance arising out of this report.                                                                                                                                                                                                                                                                                                                                                                          |
| Procurement                                                      | These policies ensures that legally required checks and contract agreements are put in place to properly instruct suppliers on the use of personal data for Council services.                                                                                                                                                                                                                                                                     |
| Legal                                                            | Both policies support compliance with statutory obligations under data protection and privacy legislation. They provide clear governance and accountability arrangements to support lawful processing and electronic communications. Delegating authority to the SIRO to approve future revisions allows for a more agile governance process enabling a quicker response to legal changes and any updates issued by the Information Commissioner. |
| Risk                                                             | Failure to properly document and communicate legal responsibilities under data protection can lead to non-compliance, regulatory action, and loss of public trust.                                                                                                                                                                                                                                                                                |
| Human Rights, Public Sector Equality Duty and Community Cohesion | Data protection legislation regulates legitimate Council use of personal data while ensuring protection of individuals’ rights and freedoms.                                                                                                                                                                                                                                                                                                      |
| Reducing Poverty                                                 | There are no direct implications arising out of this report for these areas of consideration. However, adherence to these                                                                                                                                                                                                                                                                                                                         |
| Climate Change / Environmental                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                                                       |                                                                                                                                                                        |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Children and Young People Cared for by the Authority and Care Leavers | policies does support the lawful use of data in services that impact on these areas of priority for the Council.                                                       |
| Data Protection                                                       | These policies is a key risk control measure which will help to demonstrate to citizens how seriously the Council takes its duties under the Accountability Principle. |

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

| Action                                       | Responsible Officer     | Deadline   |
|----------------------------------------------|-------------------------|------------|
| Publish and communicate the updated policies | Data Protection Officer | 31/07/2026 |

**Appendices**

|   |                                     |
|---|-------------------------------------|
| 1 | Data Protection Policy              |
| 2 | Direct Marketing and Cookies Policy |

**Background papers**

| Body | Report title | Date |
|------|--------------|------|
| N/A  | N/A          | N/A  |

**Contact:** The Data Protection Officer  
**Email:** [dataprotection@middlesbrough.gov.uk](mailto:dataprotection@middlesbrough.gov.uk)



## Data Protection Policy

|                          |                                                                                                                                                                                   |                                                                                                                                                                                                                                  |     |                         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------------|
| <b>Creator</b>           | Author(s)                                                                                                                                                                         | Data Protection Officer                                                                                                                                                                                                          |     |                         |
|                          | Approved by                                                                                                                                                                       | Head of Chief Executive's Department                                                                                                                                                                                             |     |                         |
|                          | Department                                                                                                                                                                        | Chief Executive's Department                                                                                                                                                                                                     |     |                         |
|                          | Service area                                                                                                                                                                      | Chief Executive's Department                                                                                                                                                                                                     |     |                         |
| <b>Date</b>              | Created                                                                                                                                                                           | 20/07/2018                                                                                                                                                                                                                       |     |                         |
|                          | Submitted                                                                                                                                                                         | 17/08/2018                                                                                                                                                                                                                       |     |                         |
|                          | Approved                                                                                                                                                                          | 24/09/2018                                                                                                                                                                                                                       |     |                         |
|                          | Updating Frequency                                                                                                                                                                | Every 3 years                                                                                                                                                                                                                    |     |                         |
| <b>Status</b>            | Final                                                                                                                                                                             |                                                                                                                                                                                                                                  |     |                         |
| <b>Contributor(s)</b>    | Head of Chief Executive's Department<br>Governance and Information Manager<br>Leadership Management Team                                                                          |                                                                                                                                                                                                                                  |     |                         |
|                          | Legislation                                                                                                                                                                       | UK General Data Protection Regulation 2016<br>Data Protection Act 2018<br>Data (Use and Access) Act 2025<br>Privacy and Electronic Communications Regulations 2003<br>Data Protection (Charges and Information) Regulations 2018 |     |                         |
| <b>Subject</b>           | Data Protection                                                                                                                                                                   |                                                                                                                                                                                                                                  |     |                         |
| <b>Type</b>              | Policy                                                                                                                                                                            |                                                                                                                                                                                                                                  |     |                         |
|                          | Vital Record                                                                                                                                                                      | Yes                                                                                                                                                                                                                              | EIR | No                      |
| <b>Coverage</b>          | Middlesbrough Council, Electoral Registration Officer/Returning Officer, South Tees Safeguarding Children Partnership, South Tees Youth Justice Service, Superintendent Registrar |                                                                                                                                                                                                                                  |     |                         |
| <b>Language</b>          | English                                                                                                                                                                           |                                                                                                                                                                                                                                  |     |                         |
| <b>Document Control</b>  |                                                                                                                                                                                   |                                                                                                                                                                                                                                  |     |                         |
| <b>Version</b>           | <b>Date</b>                                                                                                                                                                       | <b>Revision History</b>                                                                                                                                                                                                          |     | <b>Reviser</b>          |
| 1.0                      | 05/09/2018                                                                                                                                                                        | First version post-GDPR                                                                                                                                                                                                          |     | Data Protection Officer |
| 2.0                      | 27/09/2019                                                                                                                                                                        | Amendments and clarifications                                                                                                                                                                                                    |     | Data Protection Officer |
| 3.0                      | 03/07/2021                                                                                                                                                                        | Amendments and clarifications                                                                                                                                                                                                    |     | Data Protection Officer |
| 4.0                      | 12/06/2023                                                                                                                                                                        | Add AI compliance policy point                                                                                                                                                                                                   |     | Data Protection Officer |
| 5.0                      | 08/04/2026                                                                                                                                                                        | Legislation updates                                                                                                                                                                                                              |     | Data Protection Officer |
| <b>Distribution List</b> |                                                                                                                                                                                   |                                                                                                                                                                                                                                  |     |                         |
| <b>Version</b>           | <b>Date</b>                                                                                                                                                                       | <b>Name/Service Area</b>                                                                                                                                                                                                         |     | <b>Action</b>           |
| 1.0                      | 26/09/2018                                                                                                                                                                        | MBC Internet/Intranet                                                                                                                                                                                                            |     | Published online        |
| 2.0                      | 27/09/2019                                                                                                                                                                        | MBC Internet/Intranet                                                                                                                                                                                                            |     | Published online        |
| 3.0                      | 03/07/2021                                                                                                                                                                        | MBC Internet/Intranet                                                                                                                                                                                                            |     | Published online        |
| 4.0                      | 12/06/2023                                                                                                                                                                        | MBC Internet/Intranet                                                                                                                                                                                                            |     | Published online        |
| 5.0                      | 08/04/2026                                                                                                                                                                        | MBC Internet/Intranet                                                                                                                                                                                                            |     | Published online        |
| <b>Contact:</b>          | <a href="mailto:dataprotection@middlesbrough.gov.uk">dataprotection@middlesbrough.gov.uk</a>                                                                                      |                                                                                                                                                                                                                                  |     |                         |

## Purpose

1. This document summarises the data protection policy position of Middlesbrough Council and constituent data controllers.

## Scope

2. This policy applies to all personal data processing by the following data controllers:
  - Middlesbrough Council (Z4944100)
  - Electoral Registration Officer/Returning Officer (Z6202343)
  - South Tees Safeguarding Children Partnership (ZA560558)
  - South Tees Youth Justice Service (ZA327450)
  - Superintendent Registrar (Z5617439)
3. For the purposes of the Data Protection (Charges and Information) Regulations 2018 these data controllers are registered with the Information Commissioner's Office with registration numbers as listed above (in brackets).
4. These data controllers, referred to collectively as 'Middlesbrough Council' in this policy, will comply with legislation, and associated codes of practice and official guidance, including but not limited to the:
  - UK General Data Protection Regulation (UK GDPR) 2016
  - Data Protection Act 2018 (incorporating the Law Enforcement Directive)
  - Data (Use and Access) Act 2025
  - Privacy and Electronic Communications Regulations 2003.
  - Data Protection (Charges and Information) Regulations 2018
5. Middlesbrough Council is a 'public authority' as defined by Part 2 of the Data Protection Act 2018, where it is processing personal data when carrying out a 'public task' – a function in the public interest where the law permits or where it is using its official authority in law. The Council maintains a published Statement of Public Task which summarises its functions and the numerous powers and duties on which these are based (see 'Further Information' below).
6. The Council is also a 'competent authority' for the purposes of the Law Enforcement Directive 2016. Where Middlesbrough Council processes personal data for a 'law enforcement purpose', it will comply with the additional provisions placed on it by Part 3 of the Data Protection Act 2018.
7. In relation to their duties as ward councillors, Elected Members are data controllers in their own right. They are separate to Middlesbrough Council and are responsible for their own compliance with legislation but are exempt from the above statutory registration and fee-paying requirements.

## Data Protection Principles

8. Middlesbrough Council will comply with the data protection principles relating to processing of personal data as set out in Article 5 of the UK GDPR:
  - (1)(a) Lawfulness, fairness and transparency
  - (1)(b) Purpose limitation
  - (1)(c) Data minimisation
  - (1)(d) Accuracy
  - (1)(e) Storage limitation
  - (1)(f) Integrity and confidentiality (security)
  - (2) Accountability

## Roles and Responsibilities

9. The Mayor and Elected Members of the Council are democratically accountable for the way in which Middlesbrough Council discharges its functions. Information Governance sits within the Mayor's portfolio.
10. The Chief Executive has a duty to manage the discharge of the Council's different functions, including its legal responsibilities for effective information rights management. Oversight of the Council's information governance arrangements sits within the remit of the Audit Committee.
11. The Leadership Management Team and Directorate Management Teams as the owners of the Council's 'information assets' are responsible for the compliance of their services with the legislation and associated codes of practice and guidance.
12. The Corporate Director of Adult Social Care and Health has been designated and registered by the Council as its 'Caldicott Guardian', the senior person responsible for protecting the confidentiality of people's health and care information and making sure it is used properly.
13. The Head of the Chief Executive's Department has been designated as the Council's Senior Information Risk Owner and they must foster a culture for protecting and using data, provide a focal point for managing information risks and incidents, and is concerned with the management of all information assets.
14. The Data Protection Officer is a role that Middlesbrough Council is legally required to appoint due to its status as a 'public authority' and the types of personal data processing that it carries out. The Data Protection Officer is authorised under this policy to make minor amendments as required to its contents.
15. In delivering Council services, all staff, volunteers, or other third parties who handle or potentially come into contact with personal data will comply with the legislation, the Council's Data Protection Policy, follow all reasonable

procedures and instruction provided by managers, and undertake regular training as required by the Council.

### **Data Protection Officer**

16. The Data Protection Officer's (DPO) role is to assist the Council to monitor internal compliance, inform and advise on data protection obligations, provide advice regarding Data Protection Impact Assessments (DPIAs), and act as a contact point for data subjects and the supervisory authority.
17. UK GDPR requires that the DPO is independent, an expert in data protection, adequately resourced, and regularly reports to the highest management level. The Council has in place processes to ensure this occurs. The DPO helps the Council to demonstrate compliance and is part of the enhanced focus on accountability.

### **Procedure and Process**

18. Middlesbrough Council will ensure that it maintains the required documentation, procedures, and processes in relation to its legal obligations and matters of good practice including but not limited to:
  - Records of Processing Activity
  - Privacy Notices
  - Rights of the Data Subject
  - Data Protection Impact Assessments
  - Artificial Intelligence and Data Protection
  - Due Diligence on Data Processors
  - Contracts and agreements with Data Processors
  - Incident Notification
  - Information Sharing
  - Information Asset Registers
  - Information Asset Risk Assessments
  - Data Protection Complaints Procedures and Form.
19. The Council will also carry out regular checks to monitor the effectiveness of the organisational and technical measures that it has put in place to ensure the confidentiality, integrity, and availability of personal data.

### **Further Information**

20. For further information about how Middlesbrough Council complies with its information rights management duties including your rights as a service customer visit our website at:



**Middlesbrough Council – Data Protection Webpage**  
<https://www.middlesbrough.gov.uk/dataprotection/>

21. Middlesbrough Council’s Statement of Public Task referencing its functions including links to powers and duties can be found on our website at:



**Middlesbrough Council – Statement of Public Task**  
<https://middlesbrough-council-middlesbrough.opendata.arcgis.com/documents/middlesbrough-council-statement-of-public-task-2021-2024/explore/>

### Contact Details

22. If for any reason you need to contact Middlesbrough Council’s Data Protection Officer please use one of the following contact methods:



|               |                                                                                                    |
|---------------|----------------------------------------------------------------------------------------------------|
| <b>Post:</b>  | <b>The Data Protection Officer</b><br>Middlesbrough Council<br>PO Box 500<br>Middlesbrough TS1 9FT |
| <b>Tel:</b>   | 01642 245432 (Customer Contact Centre)                                                             |
| <b>Email:</b> | <a href="mailto:dataprotection@middlesbrough.gov.uk">dataprotection@middlesbrough.gov.uk</a>       |

This page is intentionally left blank



## Direct Marketing and Cookies Policy

|                       |                                                                                                                                                                                                       |                                                                                                                                                                    |     |    |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>Creator</b>        | Author(s)                                                                                                                                                                                             | Data Protection Officer                                                                                                                                            |     |    |
|                       | Approved by                                                                                                                                                                                           | Head of Chief Executive's Department                                                                                                                               |     |    |
|                       | Department                                                                                                                                                                                            | Chief Executive's Department                                                                                                                                       |     |    |
|                       | Service area                                                                                                                                                                                          | N/A                                                                                                                                                                |     |    |
| <b>Date</b>           | Created                                                                                                                                                                                               | 12/08/2021                                                                                                                                                         |     |    |
|                       | Submitted                                                                                                                                                                                             | 25/10/2021                                                                                                                                                         |     |    |
|                       | Approved                                                                                                                                                                                              | 15/11/2021                                                                                                                                                         |     |    |
|                       | Updating Frequency                                                                                                                                                                                    | Every 3 years                                                                                                                                                      |     |    |
| <b>Status</b>         | Final                                                                                                                                                                                                 |                                                                                                                                                                    |     |    |
| <b>Contributor(s)</b> | Head of Marketing and Communications<br>Regeneration and Culture Directorate Management Team (legacy)<br>Head of Strategy, Information, and Governance (legacy)<br>Governance and Information Manager |                                                                                                                                                                    |     |    |
|                       | Legislation                                                                                                                                                                                           | Privacy and Electronic Communications Regulations 2003<br>UK General Data Protection Regulation 2016<br>Data Protection Act 2018<br>Data (Use and Access) Act 2025 |     |    |
| <b>Subject</b>        | Data Protection                                                                                                                                                                                       |                                                                                                                                                                    |     |    |
| <b>Type</b>           | Policy                                                                                                                                                                                                |                                                                                                                                                                    |     |    |
|                       | Vital Record                                                                                                                                                                                          | Yes                                                                                                                                                                | EIR | No |
| <b>Coverage</b>       | Middlesbrough Council, Electoral Registration Officer/Returning Officer, South Tees Safeguarding Children Partnership, South Tees Youth Offending Service, Superintendent Registrar                   |                                                                                                                                                                    |     |    |
| <b>Language</b>       | English                                                                                                                                                                                               |                                                                                                                                                                    |     |    |

### Document Control

| Version | Date       | Revision History            | Reviser                 |
|---------|------------|-----------------------------|-------------------------|
| 1.0     | 12/08/2021 | First version               | Data Protection Officer |
| 2.0     | 25/05/2023 | Updates to data controllers | Data Protection Officer |
| 3.0     | 16/04/2026 | Triennial review            | Data Protection Officer |

### Distribution List

| Version | Date       | Name/Service Area       | Action  |
|---------|------------|-------------------------|---------|
| 1.0     | 25/10/2021 | Data Protection Officer | Publish |
| 2.0     | 25/05/2023 | Data Protection Officer | Publish |
| 3.0     | 16/04/2026 | Data Protection Officer | Publish |

**Contact:** [dataprotection@middlesbrough.gov.uk](mailto:dataprotection@middlesbrough.gov.uk)

## Purpose

1. This document summarises the direct marketing and cookies policy position of Middlesbrough Council and constituent data controllers.

## Definitions

|                         |                                                                                                                                                                                                                                                                                                                                    |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Automated calls         | You must not make an automated marketing call that plays a recorded message unless the person has specifically consented to receive this type of call from you.                                                                                                                                                                    |
| Blind carbon copy (Bcc) | 'Blind carbon copy' allows the sender of a message to conceal the person/email address entered in the Bcc field from the other recipients.                                                                                                                                                                                         |
| Communication exemption | The use of cookies or similar technology which without their use would make it impossible to communicate information between two parties over a network.                                                                                                                                                                           |
| Consent                 | Permission or agreement sought from the customer before you send them a marketing message or use cookies or similar technologies that are not 'strictly necessary' to gather information via a public electronic communications service. Consent must be knowingly and freely given, clear and specific, and recorded in some way. |
| Cookies                 | A small text file that is downloaded onto a computer or smartphone when the user accesses a website to allow it to recognise that user's device and store some information about the user's preferences or past actions.                                                                                                           |
| Corporate subscribers   | Corporate bodies with separate legal status that you market to e.g. companies, limited liability partnerships, some government bodies. However, sole traders and other types of partnerships are classed as 'individual subscribers'.                                                                                              |
| Direct marketing        | The communication, by whatever means, of advertising or marketing material which is directed to particular individuals; including commercial marketing (e.g. promotion of products and services) and also the promotion of aims and ideals (e.g. fundraising, campaigning).                                                        |
| Electronic marketing    | Any text, voice, sound or image message sent over a public electronic communications network which can be stored in the network or in the recipient's device until it is collected by them and includes text messages and other notifications delivered via apps.                                                                  |
| Marketing lists         | Lists compiled using details of people who have bought goods or services in the past or who have consented to receive specific types of marketing.                                                                                                                                                                                 |

|                                          |                                                                                                                                                                                                                                                |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Opt in                                   | 'Opt in' means a person has to take a specific positive step e.g. tick a box, send an email, or click a button, to say they want marketing. But this is not the same as someone specifically contacting you to ask for particular information. |
| Opt out                                  | 'Opt out' means a person must take a positive step to refuse or unsubscribe from marketing.                                                                                                                                                    |
| Public electronic communications service | Any electronic communications service that is provided so as to be available for use by members of the public.                                                                                                                                 |
| Public sector promotions                 | Promotional messages that are necessary for a relevant public task or function specified in law underlying the communication you want to send.                                                                                                 |
| Service message                          | A message to an individual for purely administrative or customer service purposes which does not contain any advertising or promotional material.                                                                                              |
| Similar technologies                     | Any method that stores information on or gains access to information on a user's device including apps on smartphones, tablets, smart TVs, or other devices.                                                                                   |
| Soft opt in                              | Opting in individuals to receive marketing messages after they have bought or received something from you recently provided that they did not opt out when you gathered their details.                                                         |
| Solicited                                | A solicited message is one that is actively requested.                                                                                                                                                                                         |
| Spyware                                  | Covert surveillance software that downloads to a user's device and tracks their activities without their knowledge - this is outlawed under the Regulations.                                                                                   |
| Strictly necessary                       | The use of cookies or similar technologies that is essential to provide the service requested by the user. It does not cover what might be essential for any other uses that you might wish to make of that data.                              |
| Suppression lists                        | Individuals who have withdrawn consent, unsubscribed, or objected to your marketing are added to these lists to screen marketing campaigns and new contacts against to ensure that you do not market to them by mistake.                       |
| Telephone Preference Service (TPS)       | You must not make marketing calls to any number listed on the TPS or Corporate TPS (CTPS), unless that person has specifically consented to your calls.                                                                                        |
| Unsolicited                              | An unsolicited message is any message that has not been specifically requested. If the customer has 'opted in' to receiving marketing it still counts as unsolicited.                                                                          |

## Scope

2. This policy applies to all personal data processing, direct marketing activity, and use of cookies or similar technology by the following data controllers collectively referred to in this policy as 'Middlesbrough Council':
  - Middlesbrough Council (Z4944100)
  - Electoral Registration Officer/Returning Officer (Z6202343)
  - South Tees Safeguarding Children Partnership (ZA560558)
  - South Tees Youth Offending Service (ZA327450)
  - Superintendent Registrar (Z5617439)
3. Middlesbrough Council will comply with legislation, and associated codes of practice and official guidance, including but not limited to the:
  - The Privacy and Electronic Communications (EC Directive) Regulations 2003 (PECR)
  - UK General Data Protection Regulation (UK GDPR) 2016
  - Data Protection Act 2018
  - Data (Use and Access) Act 2025
  - The Information Commissioner's Office:
    - Direct Marketing Code of Practice
    - Direct Marketing and the Public Sector Guidance
    - Children's Code for Online Services
4. Middlesbrough Council is a 'public authority' as defined by Part 2 of the Data Protection Act 2018 relating to 'general processing'. It is also a 'competent authority' for the purposes of Part 3 of the Data Protection Act 2018 where it undertakes 'law enforcement processing'. Direct marketing activity is excluded, and therefore not permitted, within the definition of a 'law enforcement purpose'.
5. Elected Members, in their role as ward councillors, and any registered political party or group, candidates, referendum campaigners, non-party campaigners and recall petition campaigners are excluded from this policy. Those individuals, groups, or bodies are data controllers in their own right and separate from Middlesbrough Council for the purposes of the data protection legislation and are therefore responsible for their own legal compliance.

## Policy Statements

6. The Council will only implement the use of cookies and similar technology where it has undertaken a data protection impact assessment, where applicable by law, and where it has assessed that it is necessary and proportionate to do so. Where cookies or similar technology are implemented, the Council will provide specific information in a privacy notice to supplement this policy.
7. Any mass communication, regardless of whether it constitutes a public service message or electronic direct marketing (subject consent or soft opt in), is highly recommended to be sent via the approved Council technical solution except where:

- The number of recipients is lower than 25 **and** one of the below applies
  - The information is sent only via bcc **or**
  - All recipients contact details are for corporate subscribers **or**
  - The sender has confirmed that the Council holds a current record of valid consent from every recipient giving permission to disclose their name and email address to each other.
8. In all cases recipients must be offered and opt out of any unsolicited communications unless the law requires the delivery of the messages in question by that method.

## **Roles and Responsibilities**

9. The Mayor and Elected Members of the Full Council are democratically accountable for the way in which Middlesbrough Council discharges its functions. Information Governance sits within the Mayor's portfolio. Oversight of the Council's information governance arrangements sits within the remit of the Audit Committee.
10. The Chief Executive has a duty to manage the discharge of the Council's different functions, including its legal responsibilities for effective information rights management.
11. The Leadership Management Team and Directorate Management Teams as the owners of the Council's 'information assets' are responsible for the compliance of their services with the legislation and associated codes of practice and guidance.
12. The Head of Marketing and Communications has been designated as the Council's lead for direct marketing compliance, coordinating the Council's operational approach, providing subject matter expert advice with support from the Data Protection Officer, and providing assurance to the Senior Information Risk Owner.
13. The Head of ICT Services has been designated as the senior responsible officer for cookie compliance, coordinating the Council's operational approach, providing subject matter expert advice with support from the Data Protection Officer, and providing assurance to the Senior Information Risk Owner.
14. The Head of Chief Executive's Department has been designated as the Council's Senior Information Risk Owner and they must foster a culture for protecting and using data, provide a focal point for managing information risks and incidents, and is concerned with the management of all information assets.
15. The Data Protection Officer is a role that Middlesbrough Council is legally required to appoint due to its status as a 'public authority' and the types of personal data processing that it carries out. The Data Protection Officer is authorised under this policy to make minor amendments as required to its contents.
16. In delivering Council services, all staff, volunteers, or other third parties who handle or potentially come into contact with personal data will comply with the legislation, the Council's Direct Marketing and Cookie Policy, follow all reasonable procedures and instruction provided by managers, and undertake regular training as required by the Council.

## Data Protection Officer

17. The Data Protection Officer's (DPO) role is to assist the Council to monitor internal compliance, inform and advise on data protection obligations, provide advice regarding Data Protection Impact Assessments (DPIAs), and act as a contact point for data subjects and the supervisory authority.
18. UK GDPR requires that the DPO is independent, an expert in data protection, adequately resourced, and regularly reports to the highest management level. The Council has in place processes to ensure this occurs. The DPO helps the Council to demonstrate compliance and is part of the enhanced focus on accountability.

## Procedure and Process

19. Middlesbrough Council will ensure that it maintains the required documentation, procedures, and processes in relation to its legal obligations and matters of good practice including but not limited to:
  - Data Protection Impact Assessments
  - Data Protection by Design
  - Age Appropriate Design Standards
  - Consent Standards and Management
  - Reliance on 'Soft Opt-in'
  - Transparency (Privacy Notices) and Rights of the Data Subject
  - Generating Leads and Collecting Contact Details
  - Profiling and Data Enrichment
  - Sending Direct Marketing Messages
  - Online Advertising and New Technologies
  - Selling or Sharing Data
  - Cookie Usage and Management
20. The Council will also carry out regular checks to monitor the effectiveness of the measures that it has put in place to ensure legal compliance.

## Further Information



### **Middlesbrough Council – Direct Marketing and Cookies**

<https://middlesbroughcouncil.sharepoint.com/sites/TheBridge/SitePages/Direct-marketing-and-cookies.aspx>

## Contact Details

21. If for any reason you need to contact Middlesbrough Council's Data Protection Officer please use one of the following contact methods:



|               |                                                                                                    |
|---------------|----------------------------------------------------------------------------------------------------|
| <b>Post:</b>  | <b>The Data Protection Officer</b><br>Middlesbrough Council<br>PO Box 500<br>Middlesbrough TS1 9FT |
| <b>Tel:</b>   | 01642 245432 (Customer Contact Centre)                                                             |
| <b>Email:</b> | <a href="mailto:dataprotection@middlesbrough.gov.uk">dataprotection@middlesbrough.gov.uk</a>       |

This page is intentionally left blank

**MIDDLESBROUGH COUNCIL**



|                                   |                                                                          |
|-----------------------------------|--------------------------------------------------------------------------|
| <b>Report of:</b>                 | Director of Environment, Community and Cultural Services - Geoff Field   |
| <b>Relevant Executive Member:</b> | Executive Member for Environment and Sustainability - Cllr Peter Gavigan |
| <b>Submitted to:</b>              | Executive                                                                |
| <b>Date:</b>                      | 8 July 2026                                                              |
| <b>Title:</b>                     | Stainton Way Highway Improvements                                        |
| <b>Report for:</b>                | Decision                                                                 |
| <b>Status:</b>                    | Public                                                                   |
| <b>Council Plan priority:</b>     | A successful and ambitious town                                          |
| <b>Key decision:</b>              | Yes                                                                      |
| <b>Why:</b>                       | Decision(s) will incur expenditure or savings above £250,000             |
| <b>Subject to call in?</b>        | Yes                                                                      |
| <b>Why:</b>                       | Non-urgent Report                                                        |

**Proposed decision(s)**

That the Executive agree to approve the Stainton Way Highway Improvements scheme, considering the issues raised and proposed mitigations.

**Executive summary**

The report seeks Executive decision regarding the implementation of Highway improvements on Stainton Way.

- 1) Tees Valley Combined Authority (TVCA) secured funding from the City Region Sustainable Transport Settlement (CRSTS), to support ambitions to improve sustainable transport accessibility.
- 2) The project is part of a wider, regional programme of sustainable transport projects; delivered under the 'Local Cycling and Walking Implementation Plan' (LCWIP), that was introduced at a national level by the Department for Transport (DfT).

- 3) Public consultation was undertaken by TVCA on the proposals (Appendix 1) in July 2025. The consultation responses can be found in Appendix 2.
- 4) Following consultation, designs have been altered to reflect concerns raised by the public. The alterations do not fully mitigate all concerns raised. However, on the balance of improving sustainable transport accessibility and road safety; the Highway Authority is fulfilling its duty to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians), as part of the Road Traffic Regulation Act 1984.

A decision is required to ensure that the proposals can be delivered. Approval of the scheme will allow TVCA to deliver the proposals, pending a successful business case.

Implications of the recommendation have been considered by the appropriate officers of the Council and are set out in the main body of the report.

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

1.1 The report seeks Executive decision following public consultation on the proposals to improve bus and walking / cycling provision on Stainton Way.

1.2 The proposal is twofold:

- Signalise the existing roundabout at the junction of Stainton Way and Dalby Way. This will help to manage vehicular traffic by creating signalised movements and reducing speeds. This introduction will also create a safe crossing point for pedestrians and cyclists.
- Create a Westbound by-pass at the Kings Academy roundabout to alleviate congestion/improve bus journey punctuality and reliability.

Improved footway / cycleway is proposed to be installed, connecting the two junctions.

1.3 Tees Valley Combined Authority (TVCA) secured funding from the City Region Sustainable Transport Settlement (CRSTS), to support ambitions to improve sustainable transport accessibility.

1.4 Stainton Way is a key transport corridor, providing access to local destinations including The Parkway Centre and The Kings Academy Secondary School. It is also part of the Council's Strategic Road Network (SRN), facilitating both local and regional journeys. Stainton Way acts as a 'barrier' between residents on the South, and destinations to the North.

1.5 The highway corridor witnesses high levels of vehicles (circa 12,000 per day), with a 40mph speed limit. Although there are existing pedestrian / cycle bridges connecting North and South of Stainton Way; the infrastructure was installed prior to the

expansion of the area surrounding the Parkway Centre. This has resulted in the most commodious route to key destinations being unavailable.

- 1.6 This severance and convoluted route acts as a barrier for people when considering travelling locally by modes other than the private car. The Council is committed to reducing the reliance on private cars as this is not sustainable, creates public health issues and increases congestion on the wider network.
- 1.7 Reducing reliance on the private car is crucial to mitigate anticipated future traffic growth. Building new roads induces further demand, thus exacerbating future congestion. This proposal is part of the Council’s wider approved Highway Infrastructure Delivery Plan, which sets out infrastructure improvements to maximise the efficiency of the Councils Highway asset.
- 1.8 The project is part of a wider, regional delivery programme of sustainable transport projects; delivered under the ‘Local Walking and Cycling Implementation Plan’ (LCWIP) that was introduced at a national level by DfT.

| Our ambitions                          | Summary of how this report will support delivery of these ambitions and the underpinning aims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | <p><i>Aims within this ambition are to:</i></p> <ul style="list-style-type: none"> <li>- improving accessibility to key economic centres, the Council will be improving business opportunities for further inward investment by ensuring that transport does not act as a barrier to economic growth.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>A healthy Place</b>                 | <p><i>Aims within this ambition are to:</i></p> <ul style="list-style-type: none"> <li>- improve accessibility to key services and facilities and assist the Borough in improving its reputation and aesthetics by improving the public realm, and reducing congestion and traffic noise, and improving air quality.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Safe and resilient communities</b>  | <p><i>Aims within this ambition are to:</i></p> <ul style="list-style-type: none"> <li>- improve safety, accessibility and usability of the Councils Transport network; ensuring that people can access employment, education, retail and leisure opportunities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Delivering best value</b>           | <p><i>Aims within this ambition are to:</i></p> <ul style="list-style-type: none"> <li>- improving infrastructure, enabling growth, and supporting sustainable travel. It delivers best value through targeted investment, focusing on:</li> <li>- Supporting access to employment, education, and services.</li> <li>- Reducing future maintenance costs through asset renewal.</li> <li>- Encouraging modal shift and reducing carbon emissions.</li> <li>- Enhancing safety and accessibility across the network.</li> <li>- The proposed scheme aligns with corporate objectives and ensures resources are used efficiently to deliver long-term, measurable benefits for Middlesbrough.</li> </ul> |

## 2. Recommendations

### 2.1 That the Executive

- Approves the Stainton Way Highway improvements scheme, considering the issues raised and proposed mitigations.

### **3. Rationale for the recommended decision(s)**

- 3.1 The proposals improve sustainable transport choices and improve road safety. This is assisting the Council's green strategy. It further supports social mobility, which is a key component for increasing economic activity.
- 3.2 The proposals will improve accessibility to key retail, employment and education opportunities (circa 1300 students).
- 3.3 The proposals will improve bus punctuality, by creating infrastructure that allows vehicles to bypass queuing traffic and provide priority at traffic signals.
- 3.4 The proposals support road safety for all, by physically segregating cycles from vehicles, signalling a key junction and creating additional crossing points.

### **4. Background and relevant information**

4.1 Public consultation was undertaken by TVCA on the proposals (Appendix 1) in July 2025. The consultation responses can be found in Appendix 2.

4.2 The consultation consisted of:

- Early member engagement sessions
- Letters sent to all surrounding premises
- In person consultation event held at the Parkway Shopping Centre.

4.3 Key findings of the consultation

- 59 responses were received
- 52% either supported or were neutral in their response to the proposals
- 75% were not in favour of traffic lights
- Strong support for safer active travel to Kings Academy
- Strong support for pavement widening.

4.4 Key issues raised from the consultation were as follows

- 75% of respondents indicated that traffic signals at the Dalby Way / Stainton Way roundabout will worsen traffic congestion, and that the existing arrangement is safer.

Traffic modelling has been undertaken on the proposed signalisation of the junction. Although this indicates a slight worsening of traffic congestion, this is not at a level that will have a significant impact upon journey time for users. The accompanying safety improvements associated with signalling a roundabout, and improved connectivity for active travel modes outweigh the small dis-benefits.

Accident data from the area indicates that failing to look, and excess speed were causation factors. Signalisation improves this situation by slowing vehicles and creating safe crossing stages.

- Crossing point on Stainton Way is not required

The safe crossing point is only deliverable if the roundabout is signalised. The provision of a signalised crossing for active travel modes provides a more commodious route, connecting the Southern side of Stainton Way (predominantly residential) to the Northern (retail, job opportunities and education). This increases the attractiveness of accessing these opportunities via non-car dependent travel, further reducing congestion and improving physical activity.

- Lane widths on Dalby Way are insufficiently wide to accommodate bus travel

Additional carriageway widths have been provided to address this issue.

- 25% of respondents indicated that McDonalds causes the traffic issues

The scheme has been altered to accommodate two lanes Northbound (with a dedicated left turn lane) on Dalby Way; creating stacking capacity for the volume of traffic associated with demand.

4.5 Updated plans highlighting changes following consultation can be found in appendix 3.

## **5. Ward Member Engagement if relevant and appropriate**

5.1 Middlesbrough Council engaged Ward Members prior to public consultation, with in person meetings held on 1<sup>st</sup> and 3<sup>rd</sup> July.

5.2 Ward members were consulted as part of a wider process by TVCA in July 2025.

5.3 No objections were raised as part of this engagement.

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

6.1 Do nothing. This is not recommended as it will not allow for the delivery of infrastructure improvements and risks the loss of funding, if not able to be reallocated.

6.2 Implement an alternate project. This is not recommended as the proposals have been honed following traffic modelling assessments, and engagement with highway users/statistics at the disposal of the Authority.

6.3 Traffic signals provide a safe junction as drivers and pedestrians are afforded dedicated time to manoeuvre. This is not possible with a roundabout. The safety and consistency of movement associated with traffic signals outweigh the cost of increased congestion/journey time.

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

| Topic                                                                 | Impact                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value)                                    | Should Executive approve the proposal to implement the scheme, TVCA will be able to arrange installation (pending business case approval). TVCA will manage the procurement and delivery of implementation of the proposals in partnership with Middlesbrough Council. The scheme will be fully funded by TVCA at no cost to the Council.                 |
| Procurement                                                           | Should Executive approve the proposal, TVCA would be responsible for procuring a construction company. There would be no requirements for Middlesbrough Council to be involved from a procurement perspective.                                                                                                                                            |
| Legal                                                                 | Should Executive approve the scheme, Middlesbrough Council will be required to make changes to Traffic Regulation Orders and the associated consultation. This will require legal services involvement, however, is a well-established process.                                                                                                           |
| Risk                                                                  | <p>Implement the scheme:</p> <p>As considerations raised at Public Consultation have been accommodated, this will indicate that the Council has listened to comments, and has adjusted to reflect concerns</p> <p>Do not implement the scheme</p> <p>Not proceeding will not allow the Council to realise the benefits associated with implementation</p> |
| Human Rights, Public Sector Equality Duty and Community Cohesion      | The Equality Impact Assessment (EIA) undertaken evidenced that the proposals will not impact negatively upon all users (Appendix 4).                                                                                                                                                                                                                      |
| Reducing Poverty                                                      | There is no direct impact because of scheme implementation. The proposals will make low-cost transport more accessible.                                                                                                                                                                                                                                   |
| Climate Change / Environmental                                        | <p>Implement the scheme</p> <p>Continuing to support the Council's Green Strategy.</p> <p>Continuing to support social mobility and access to the local economy</p>                                                                                                                                                                                       |
| Children and Young People Cared for by the Authority and Care Leavers | There is no direct impact because of scheme implementation.                                                                                                                                                                                                                                                                                               |
| Data Protection                                                       | There is no direct impact because of scheme implementation.                                                                                                                                                                                                                                                                                               |

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

| Action                                                     | Responsible Officer | Deadline |
|------------------------------------------------------------|---------------------|----------|
| Deliver the Highway improvements, subject to TVCA approval | Chris Orr           | 2028     |

**Appendices**

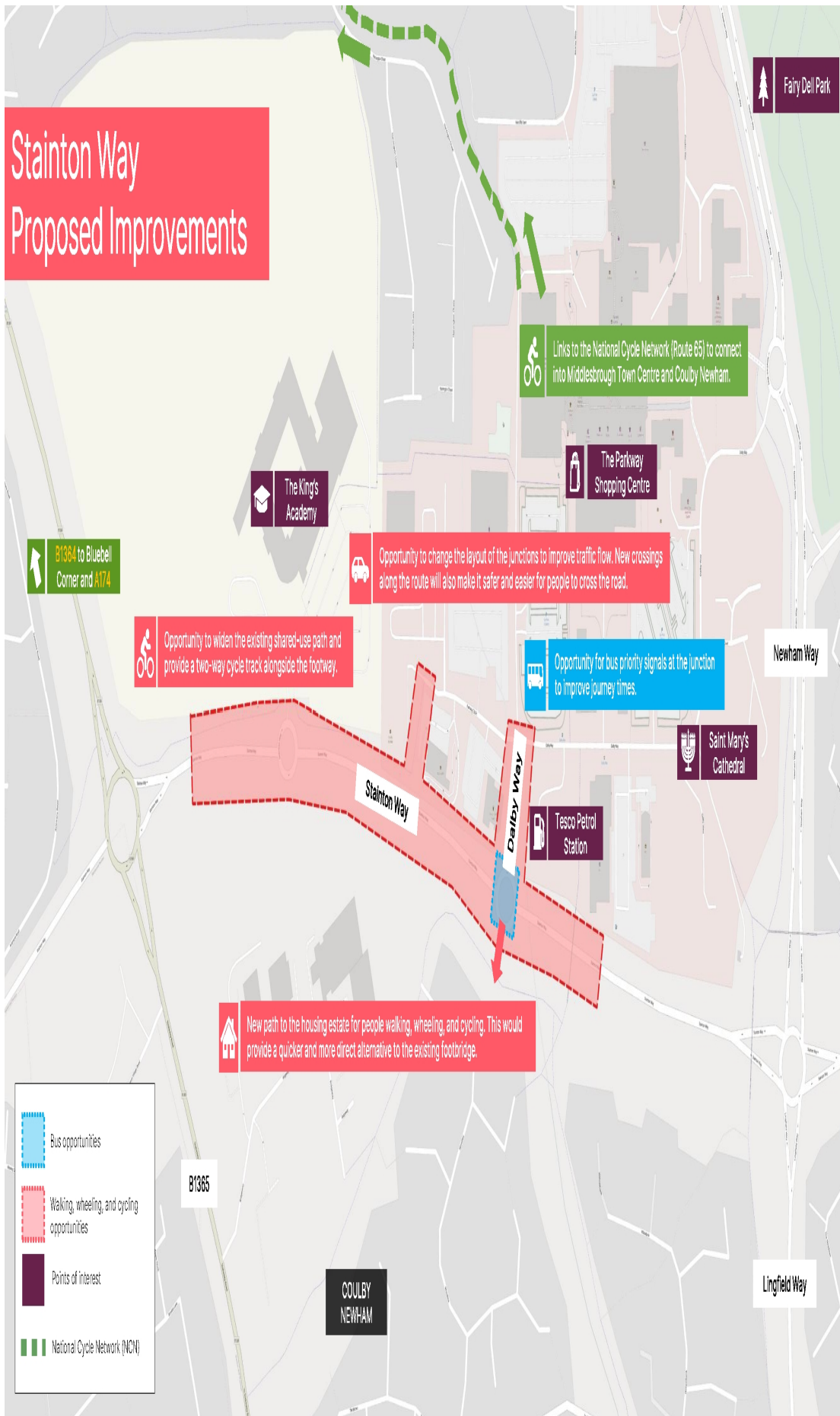
|     |                                                          |
|-----|----------------------------------------------------------|
| 1   | Stainton Way Highway Improvement Consultation Plan       |
| 1.1 | Stainton Way signalisation visualisation                 |
| 2   | Stainton Way Consultation Summary Report                 |
| 2.1 | Stainton Way Highway Improvement Consultation response   |
| 3   | Stainton Way Highway Improvement refined design proposal |
| 4   | Equality Impact Assessment                               |

**Background papers**

| Body                                                             | Report title                                               | Date |
|------------------------------------------------------------------|------------------------------------------------------------|------|
| <a href="#">Highway infrastructure delivery plan - 2024-2040</a> | Middlesbrough Council Highway Infrastructure Delivery Plan | 2024 |

**Contact:** Chris Orr  
**Email:** [chris\\_orr@middlesbrough.gov.uk](mailto:chris_orr@middlesbrough.gov.uk)

This page is intentionally left blank



This page is intentionally left blank



This page is intentionally left blank



## Public Engagement Summary Report:

### Contents

|                                                                                      |   |
|--------------------------------------------------------------------------------------|---|
| Public Engagement Summary Report: .....                                              | 1 |
| Stainton Way – Connecting better to The King’s Academy and the Parkway Centre: ..... | 1 |
| Summary of changes: .....                                                            | 1 |
| Level of support: .....                                                              | 2 |
| Key Comments from Residents: .....                                                   | 2 |
| Pre-communications:.....                                                             | 3 |
| Further Stakeholder Communications:.....                                             | 3 |
| Press Release: .....                                                                 | 3 |
| Social Media: .....                                                                  | 3 |
| Collected Feedback:.....                                                             | 4 |

#### Stainton Way – Connecting better to The King’s Academy and the Parkway Centre

**Stainton Way Transport Improvements:** The scheme aims to ease congestion on Stainton Way and make travel safer for the 1,300 students at The King’s Academy, as well as for people accessing the Parkway Shopping Centre. Proposals include installing traffic signals at the Stainton Way roundabout to improve bus reliability and widening pavements to create safer routes for students. A new separated, two-way walking, wheeling and cycling path will link The King’s Academy with Dalby Way and connect into the National Cycle Network (Route 65). These changes will provide safer crossings, more reliable buses, and better active travel options, helping to reduce traffic and pollution.

The scheme is funded through the **City Region Sustainable Transport Settlement (CRSTS)**, with money **allocated specifically for transport improvements and not able to be spent on other services or projects.**

The link to the consultation can be found here: [Stainton Way - Connecting better to The King's Academy and the Parkway Centre - Tees Valley](#)

**Summary of changes:** Proposed improvements on this section of the route include:

- 1. Installing traffic signals at the Stainton Way roundabout** by the entrance of the Parkway Shopping Centre.
- 2. Creating a separated two-way walking, wheeling, and cycling path providing a safer space for all road users.** This will provide a safer route from The King’s Academy to the Parkway Shopping Centre by separating people walking, cycling, and using the road.
- 3. Widening pavements** to give students a safer route to school at The King’s Academy from Stainton Way and separated from cyclists
- 4. Connecting onward to the National Cycle Network** (Route 65) to connect into Middlesbrough and Coulby Newham.



**Level of support:**

- 47% of respondents supported the proposed plans.
- 48% of respondents did not the support the proposed plans.
- 5% of respondents were neutral in their support of the plans.
- 25% of responses stated that many of the traffic related issues were caused by the McDonalds drive through and believe that installing traffic lights will not alleviate the issue.
- 75% of respondents who discussed traffic lights stated that they would increase congestion, while 25% viewed them as a positive change that would improve flow.

**Key Comments from Residents:**

1. Mixed views on installing traffic signals in place of the existing roundabout. Some residents state the signalisation would help as the congestion and safety is poor as is, however the **majority** believe that roundabouts are safer and would prefer it to be retained.
2. Residents commonly identified McDonalds as a source for congestion and the biggest factor contributing to poor traffic flow in the area and on the roundabouts.
3. Common suggestion that a pedestrian footbridge would be useful if placed nearer to the school to funnel children away from roads and crossing en masse.

| Proposed Change                                                                                                | Overall feedback                                                                                                                                  | Potential Solution for Consideration            | Supporting Evidence                                                            |
|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------|
| 1. Installing traffic signals at the Stainton Way roundabout (by entrance of Parkway Centre)                   | Consensus that the current roundabout can cause congestion, primarily from McDonalds but signalisation would exacerbate issues with traffic flow. | Carry out traffic modelling scenarios           | 15% Support installing traffic signals at Stainton Way                         |
| 2. Creating a separated two-way walking, wheeling and cycling path providing a safer space for all road users. | Support for promoting safer active travel to and The King’s Academy.                                                                              | N/A                                             | Strong support for the principles of providing safer space for all road users. |
| 3. Widening pavements                                                                                          | Support for widening both pedestrian/cycle pavement and widening road pavement, especially at approaches to and on roundabouts.                   | N/A                                             | 75% of those discussed pavement widening were in support.                      |
| 4. Connecting onward to the National Cycle Network                                                             | Support for cycle improvements but noted that routes must join up and be continuous to work with the wider network                                | Ensure continuous connectivity – Cycle Route 65 | High level of support for continued connection                                 |



Pre-communications:

| Scheme       | Stakeholder                                                | Date/Message                                                                                                                                                                                                       |
|--------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stainton Way | Cllr David Branson<br>Cllr Jo Nicholson<br>Cllr Luke Mason | <ul style="list-style-type: none"> <li>• <b>Mon 30 June</b> – Webpage live</li> <li>• <b>Wed June 18</b> Embargoed Briefing</li> </ul> Email – officers are available to attend<br>Ward Community Council Meetings |

Further Stakeholder Communications:

| Stakeholder                                    | Date/Message                                                                                                      |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Tees Valley Bus Operators (for schemes)        | Invitation to review and comment on schemes                                                                       |
| Sustrans Briefing                              | Requested to bring plans & materials to Dr Bike Sessions + other events to promote schemes and survey completion. |
| RNIB                                           | Invitation to review and comment on schemes                                                                       |
| Difference NE – NE Charity for Disabled People | Invitation to review and comment on schemes – feedback received.                                                  |
| Justine Sharman, Access Officer MBC            | Promote schemes to MBC contacts and stakeholders                                                                  |
| Emergency Services, Taxi Operators, OTG groups | Via MBC internal communications                                                                                   |

Press Release:

[Press release](#) was issued on Wed 9 July and picked up by:

- Teesside Live <https://www.gazettelive.co.uk/news/teesside-news/transport-upgrades-proposed-three-locations-32027890>
- Yahoo News [Transport upgrades proposed at three locations as views sought on developments](#)

Social Media:

<https://teesvalley-ca.gov.uk/travel/wp-content/uploads/sites/5/2025/07/Transport-Consultations-30MB.mp4>



## Collected Feedback:

| Scheme       | Completed Surveys | In Person Consultation |
|--------------|-------------------|------------------------|
| Stainton Way | 66                | 2                      |

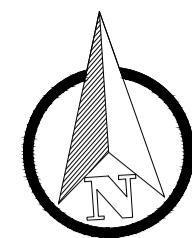
| Public Event Location         | Date        | Public Event Venue                                                         | Time     | Key Stakeholders in attendance                                                                                                                                                                             | Residents attending                                    |
|-------------------------------|-------------|----------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Councillor Briefings MBC      | Tues 1 July | Middlesbrough Council                                                      | 10-11am  | Cllr Tom Livingstone (Acklam Ward)<br>Cllr Janet Thompson (Ayresome Ward)<br>Cllr David Branson (Coulby Newham Ward)                                                                                       | N/A                                                    |
| Councillor Briefings MBC      | Thu 3 July  | Middlesbrough Council                                                      | 10-11am  | Cllr Jackie Young (Ayresome Ward)<br>Cllr Naweed Hussain (Linthorpe Ward)<br>Cllr Jackie Young (Ayresome Ward)<br>Cllr Philippa Storey (Linthorpe Ward)<br>Cllr Peter Gavigan (Longlands & Beechwood Ward) | N/A                                                    |
| MBC Stainton Way Public Event | Tue 15 July | The Parkway Shopping Centre;<br>Coulby Newham,<br>Middlesbrough<br>TS8 0TJ | 12pm-6pm | Cllr Ian Moorish (Marton West Ward)<br>Cllr David Branson (Coulby Newham Ward)                                                                                                                             | 162<br>(mixed letters and Parkway customers est 50/50) |

| Stainton Way           | Source | Stakeholder | Level of Support        | Summary of feedback                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Extra Feedback                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Tags                                                                                              | Feedback adopted Y/N | (Y) Changes to design or (N) Reason for not incorporating feedback |
|------------------------|--------|-------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------|
| July 21, 2025 4:57 PM  | Survey | Resident    | Strongly do not support | Dixons Bank Junction works will Stainton way was designed to push traffic onto Stainton was where as the proposed traffic lights while improving a minority of journeys would dissuade motorists from using station way.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Install a no right turn island outside kings and remove the current roundabout there, then install and additional land from the B1365 (roundabout) to kings just for the school traffic.<br>Coulby Newham is the best served area in MBRO for cycle ways why not improve the situation for other wards first?                                                                                                                                                                                                                                                                                                                                                | King's roundabout to be adjusted to funnel traffic to school                                      |                      |                                                                    |
| July 21, 2025 4:54 PM  | Survey | Resident    | Strongly support        | Traffic flow will improve safer for pedestrians                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ensure full accessibility for wheelchairs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Ensure full accessibility                                                                         |                      |                                                                    |
| July 21, 2025 4:49 PM  | Survey | Resident    | Strongly support        | To increase safety for pedestrians and keep the flow of traffic at a reasonable level continuity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No comments regarding these plans however I do have suggestions for the roundabout at Stainton Way/Newham Way be installed with traffic signals.<br>In the mean time change the lanes to three definite lanes - covering from the Bluebell - one right into Hemlington - one straight across and one into Newham Way.                                                                                                                                                                                                                                                                                                                                        | Road markings and clear lanes on surrounding areas                                                |                      |                                                                    |
| July 21, 2025 4:45 PM  | Survey | Resident    | Support                 | at the moment traffic backs up so this would all a better flow. the introduction of traffic lights should make the junction safer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ? Reduce the speed limit to 30mph                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Reduce speed limit to 30mph - signals make it safer                                               |                      |                                                                    |
| July 21, 2025 4:43 PM  | Survey | Resident    | Strongly support        | Too much traffic using this road                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Congestion is an issue                                                                            |                      |                                                                    |
| July 21, 2025 4:26 PM  | Survey | Resident    | Strongly do not support | from my experience traffic flows better with roundabouts. however, I do support cycle lane.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Enough grass verge to choose more vehicle + cycle tracks - prevents being held back behind cyclist.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Roundabout would be better than signals - more grass verge should be used for widening            |                      |                                                                    |
| July 21, 2025 4:25 PM  | Survey | Resident    | Strongly support        | its a good idear                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | walking cycling                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Positive                                                                                          |                      |                                                                    |
| July 21, 2025 4:20 PM  | Survey | Resident    | Strongly do not support | There is no need to put a safe crossing in when there is a safer bridge that can be used with in a minute of the proposed new footpath and lights. This isn't going to change the way children cross the road.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Maintenance doesn't happen now on the pathways and cyclepath so adding more to it will just fall in to disrepair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Future maintenence needs to be monitored - bridge is a safe crossing - do not need a new crossing |                      |                                                                    |
| July 21, 2025 4:16 PM  | Survey | Resident    | Strongly support        | Ease traffic congestion at school times, which is a positive.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | It will improve road safety for kids                                                              |                      |                                                                    |
| July 21, 2025 4:13 PM  | Survey | Resident    | Support                 | will reduce congestion during rush hour through Coulby Newham                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Cameras to enforce people not stopping outside Kings to drop off children this cause a bottleneck for the traffic behind                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Enforcement of traffic regulation                                                                 |                      |                                                                    |
| July 21, 2025 4:09 PM  | Survey | Resident    | Strongly support        | something needs doing urgently, traffic mental at times                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Congestion is an issue the chnages will improve it                                                |                      |                                                                    |
| July 21, 2025 4:05 PM  | Survey | Resident    | Strongly support        | needs to be safer, traffic lights will keep it clear                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | a slip road going to McDonalds would alleviate traffic.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Slip road to McDonalds                                                                            |                      |                                                                    |
| July 21, 2025 3:59 PM  | Survey | Resident    | Neutral                 | Agree with Kings Academy junction the filter land will ease flow of traffic. Lingfield Farm junction being traffic lighted will cause congestion further back especially if junction further back are changed to traffic lights.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The current pedestrian routes are exposed to slower traffics so safer. If signalised ALL (inc Southern Cross) should be enforced chevrons to reduce blocking of junctions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Signalised traffic lights will cause more congestion - not needed, xebr crossings better          |                      |                                                                    |
| July 21, 2025 3:55 PM  | Survey | Resident    | Support                 | future housing will benefit from safer junction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | The roundabout near the Cathedral is horrendous to come out of. Needs traffic lights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Needs traffic lights near the cathedral roundabout                                                |                      |                                                                    |
| July 21, 2025 3:53 PM  | Survey | Resident    | Strongly support        | McDonalds que's, if this would help the idea would be great.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | McDonalds Traffic                                                                                 |                      |                                                                    |
| July 21, 2025 3:51 PM  | Survey | Resident    | Strongly support        | will make a good plan and easy to get across road.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Safer                                                                                             |                      |                                                                    |
| July 21, 2025 3:48 PM  | Survey | Resident    | Strongly support        | Tea time and morning traffic is awful at the moment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | I really like the new look with traffic lights, it will be much safer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Traffic lights will be safer                                                                      |                      |                                                                    |
| July 21, 2025 3:43 PM  | Survey | Resident    | Strongly support        | There are more residents +more kids using the present roads pavements etc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | YES! make MORE DROP DOWN PAVEMENTS PLEASE FOR US IN WHEELCHAIRS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | More dropped kerbs                                                                                |                      |                                                                    |
| July 21, 2025 3:41 PM  | Survey | Resident    | Support                 | Need to syphon traffic wanting entry to parkway centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Parkway centre traffic issue                                                                      |                      |                                                                    |
| July 21, 2025 3:36 PM  | Survey | Resident    | Strongly support        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | The road needs widening to allow the traffic to flow so that vehicles traveling straight on would not be restricted by traffic turning left into the parkway.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Roads need widening to allow for turning                                                          |                      |                                                                    |
| July 21, 2025 3:24 PM  | Survey | Resident    | Strongly do not support | The traffic lights on the roundabout will cause severe traffic jams due to McDonalds, it causes problems now it will cause more problems getting into Parkway.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | McDonalds traffic and worsened congestion from traffic lights                                     |                      |                                                                    |
| July 21, 2025 3:19 PM  | Survey | Resident    | Neutral                 | Traffic lights tend to pulse traffic, creating tailbacks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Traffic lights will increase traffic/congestion                                                   |                      |                                                                    |
| July 21, 2025 2:56 PM  | Survey | Resident    | Support                 | It will slow traffic but stop the kids running across the main road so improving safety. Anything to improve things for cyclists is a positive.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Prioritizing roads (safe) for cyclists is important. cars are in to much of a rush now!<br>Better in poor weather for the elderly if they can avoid bridges as well.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | It will improve road safety for kids                                                              |                      |                                                                    |
| July 21, 2025 12:42 PM | Survey | Resident    | Strongly support        | The current roundabout on Dalby Way is frightening, motorists approaching from Kings Academy direction are often going to fast, sometimes in the wrong lane with no regard for cars coming away from the Parkway centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | No, do not walk or cycle along this route                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Speeding on Dalby way roundabout and incorrect lane use                                           |                      |                                                                    |
| Jul 20 2025 07:53 AM   | Survey | Resident    | Strongly do not support | Adding traffic lights instead of the round about is going to cause so much more havoc and traffic at peak times, not just at the one you would be removing, but the other roundabouts either side.<br>Looking down on the map, the big round about to the right gets jammed (particularly on a morning) as it is, and traffic lights won't solve that.<br>From the kings way, its the McDonald's drive through that causes thr most traffic, and this won't improve that either.                                                                                                                                                                                                                  | I dont get how adding a pedestrian crossing to that road is safer than the bridge that is already there.<br>On the bridge you have zero worries about cars, and you dont have to wait for lights.<br>Adding a crossing will also make the road less efficient, as not only will it have to factor in different directions, people crossing will mean queus during peak times too.<br>At school times this would cause more delays cause the amount of kids they would cross there to go to King's would cause just as much traffic as the current system does, if not more.<br>Then combined with the lights natural changing queues will likely get bigger. | Traffic lights will increase cogestion                                                            |                      |                                                                    |
| Jul 20 2025 07:32 AM   | Survey | Resident    | Strongly do not support | I live near the One Stop shop and on a morning traffic already can build up massively at the big roundabout due to vehicles coming from Marton/Nunthorpe down towards King's Academy. It gets really difficult and dangerous trying to go over that roundabout trying to get down to the bottom end of Coulby. Cars already block the roundabout due to traffic congestion down Stainton Way towards the Stainton Way/Dalby Way roundabout. Traffic lights proposed will make the traffic further up even worse! This problem will also get so much worse when the new houses are built at Newham Hall. I only have one entrance/exit into my end of Coulby and it already causes so many issues! | Traffic lights would make sense at the big roundabout as mentioned above to give a safer route for people driving in the area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Increase congestion and already difficult getting to Coulby                                       |                      |                                                                    |
| Jul 19 2025 10:48 AM   | Survey | Resident    | Strongly support        | I find it difficult accessing by going over the bridge so creating this will mean I don't have to cross over a bridge or walk the 50 min long way round to avoid the bridge to access the shops                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | No I think this plan is really good                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Will reduce walking/cycling travel time                                                           |                      |                                                                    |
| Jul 19 2025 02:24 AM   | Survey | Resident    | Strongly support        | Very good ideas which mean more pavements and done at no detriment to anyone else.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | #N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Useful                                                                                            |                      |                                                                    |
| Jul 17 2025 10:50 PM   | Survey | Resident    | Strongly do not support | This will cause more issues than it has benefits and will become like Marton road which is a nightmarv                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Strongly object to this there is already bike paths and walking paths that are used just fine if anything will cause more issues with the young chavs driving up and down on motorbikes almost knocking people out. There does not need to be anymore footpaths put in at the extent of causing more traffic issues and flow the problem is with McDonald's drive thru Que not the roundabout itself and by putting this in it won't solve anything                                                                                                                                                                                                          | Roundabout isn't the problem the McDonalds drive through is                                       |                      |                                                                    |
| Jul 16 2025 12:53 PM   | Survey | Resident    | Strongly do not support | There is plenty of foot paths that can be used to access the area. The current walkway bridge is suitable and has been used for many years by local residents. Doing this will encourage the young kids from kings acadamy to cross the road in-between the slower traffic causing more danger. The current roundabout works well with no need for change. Spend the money on repairing the already installed foot and cycle path that runs from the bridge near aldi past the petrol station round McDonald's and to kings acadamy.                                                                                                                                                              | There is plenty of access for both walkers, disabled, cyclists and anybody else in this area. Sort the McDonald's que or have the restaurant relocated this would reduce the need to waste tac payers money on another stupid idea                                                                                                                                                                                                                                                                                                                                                                                                                           | Roundabout isn't the problem the McDonalds drive through is                                       |                      |                                                                    |
| Jul 16 2025 06:17 AM   | Survey | Resident    | Strongly do not support | The traffic lights are getting out of hand in this area. They are making traffic worse not better and we are considering moving in out of the area as it's gridlock on a morning. Traffic lights do not improve congestion                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Stop making the road systems worse in this areas it's a disgrace. We need to improve the roads and find ways to reduce traffic not make it worse for none traffic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Traffic lights will increase cogestion                                                            |                      |                                                                    |
| Jul 15 2025 11:43 PM   | Survey | Resident    | Do not support          | Roundabouts generally work fine, and introducing traffic signals creates worse traffic conditions. Look at signals installed on Stainton way near hemlington hall Rd. Was never an issue. Lights installed and now traffic backs up and round the roundabout to the A174 during peak times.                                                                                                                                                                                                                                                                                                                                                                                                       | No signals required. 2 lanes is fine but can be worse on opp side at Dalby way when people queue for the McDonald's drive thru. This needs sorting first. Speed limit does not require lowering to 30mph. You can use a 30 when flashing for school start and finish if necessary.                                                                                                                                                                                                                                                                                                                                                                           | Roundabout isn't the problem the McDonalds drive through is                                       |                      |                                                                    |
| Jul 15 2025 10:09 PM   | Survey | Resident    | Strongly do not support | Increased traffic congestion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No established cycle route. Proposal doesn't join up with another our route as they do not exist.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Cycle route doesn't join up with others                                                           |                      |                                                                    |
| Jul 15 2025 09:54 PM   | Survey | Resident    | Strongly support        | Make the roads safer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | #N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Useful                                                                                            |                      |                                                                    |

| Stainton Way         | Source | Stakeholder | Level of Support        | Summary of feedback                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Extra Feedback                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Tags                                                                              | Feedback adopted Y/N | (Y) Changes to design or (N) Reason for not incorporating feedback |
|----------------------|--------|-------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------|
| Jul 15 2025 07:24 PM | Survey | Resident    | Do not support          | Roundabouts help traffic flow more easily. It will cause far more congestion as lights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | The pedestrian and cycle access needs improving, but can be done without the need for lights at that junction                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Traffic lights will increase cogestion                                            |                      |                                                                    |
| Jul 15 2025 04:12 PM | Survey | Resident    | Strongly do not support | Not enough footfall, waste of money. McDonald's needs moving, the cause of most delays at this intersection. Another area for motorbikes/e scooters to cross over from footpaths behind Woodlea etc. these paths are used regularly by motorbikes etc. coming from Hemlington Grange crossing behind The Birches/Woodlea, frequently dangerous for pedestrians.                                                                                                                                                                                                                                                                                                                                                                                                              | Traffic lights on roundabout Stainton way/Lingfield to help flow & backlog of traffic coming out of estate. Will be more traffic when new housing built at top of estate. This roundabout is dangerous as people don't slow down crossing along Stainton way, seen lots of near misses.                                                                                                                                                                                                                                                                         | Roundabout isn't the problem the McDonalds drive through is                       |                      |                                                                    |
| Jul 15 2025 01:45 PM | Survey | Resident    | Strongly do not support | The traffic already backs up and impacts drivers massively. The idea that more people will walk will not happen and this will lead to massive traffic jams.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Improve the traffic flow around the McDonald's entrance as this is an issue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Roundabout isn't the problem the McDonalds drive through is                       |                      |                                                                    |
| Jul 15 2025 01:44 PM | Survey | Resident    | Strongly do not support | I feel as though this will cause more traffic flow issues and accidents of the students trying to cross without waiting for the green man and will end up like matron road where traffic is horrendous. This will be the worst thing you can do to Coulby. The kids can walk or cycle already on the paths provided and walk over the bridge there is absolutely no need for new crossings. The traffic lights with cause more of an issue with the smaller round about were Tesco garage is and the lingfield causing gridlock I very strongly object to this                                                                                                                                                                                                               | It was cause a lot more problems than it will solve why aren't the people of Coulby Newham asked before all these plans are made or discussions taken place first!!!!                                                                                                                                                                                                                                                                                                                                                                                           | Traffic lights will increase cogestion                                            |                      |                                                                    |
| Jul 15 2025 01:31 PM | Survey | Resident    | Strongly do not support | We do not need traffic lights. This will only cause more of a delay and a prime example of this is marton cross roads. Kids can safely get to school going by the bridge but it's because they're lazy and parents aren't bothered that they weave in and out of traffic, the kids will still do the same thing and go between traffic this is shown with the lights that go between the A's and kings academy, the children just run in front of cars. I do agree that the roads need to be wider with more lanes but something more needs to be done about the McDonald's traffic I had to cancel my membership to Bannatynes because it would take me 15 mins to get through, be ideal if they could widen the road there but there's not enough room.                    | We do not need a cycle route it is not needed. The bridges are fine for children to go across, if you are so bothered build another bridge closer, it's only because of the lazy kids that can't be bothered to get their arse out of bed early and go the proper route.                                                                                                                                                                                                                                                                                        | Traffic lights will increase cogestion                                            |                      |                                                                    |
| Jul 15 2025 01:25 PM | Survey | Resident    | Neutrat                 | There is no point in commenting or making suggestions as local authorities will just go ahead and do whatever they want. People will still take kids to school by car especially in bad weather and shoppers who have cars will still use them.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Get rid of ALL LARGE ROUNDABOUTS, they are dangerous and made worse by some idiot sticking bushes, plants, and advertising boards on them to obscure the view. Proof that they don't work properly is plain to see at places like Teesside Park, Portrack Lane/A19 Junction, A66/Cargo Fleet Throughabout which all started off as roundabouts but were found to be dangerous and useless. Large roundabouts should all have traffic lights put on them. Why not put more foot/cycle paths outside the Kings Academy entrance and another bridge over the road. | More cyce paths outside of Kings Academy and a closer bridge                      |                      |                                                                    |
| Jul 15 2025 01:24 PM | Survey | Resident    | Strongly do not support | Waste of money - we don't have much of a bus service so what delays do you refer to. Roundabouts are safer than TL - more gridlock - the traffic just doesn't flow due to TL after TL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Scrap the idea                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Traffic lights will increase cogestion                                            |                      |                                                                    |
| Jul 15 2025 01:05 PM | Survey | Resident    | Do not support          | Very few cyclists use cycle paths now they prefer do use roads and slow the motorists dkw by riding several abreast or moving in and out around either sides of vehicles! make cyclists use existing cycle paths of which there are plenty at coulby newham and fine them if they use roads when cycle paths can be used Also the biggest cause of the traffic problem as regards stationary queues of traffic is the obvious....macdonalds! This company should be made to pay for a separate route into their premises, the amount of money they must make in a week never mind a year, they must surely be held to account for causing this traffic chaos.                                                                                                                | As above, put a separate route leading into macdonalds paid for by macdonalds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Roundabout isn't the problem the McDonalds drive through is                       |                      |                                                                    |
| Jul 15 2025 01:03 PM | Survey | Resident    | Do not support          | It's not that part of the road that needs sorting out. It's every large roundabout in Coulby Newham. Traffic lights should be installed on ALL of them. Accidents are caused because people get held up waiting for gaps in the traffic. Traffic lights give everyone an equal chance to get across or turn onto the other roads. As for more shoppers walking and students using bikes and walking, that will not happen as their parents will still drop them off, especially if they live more than a mile away.                                                                                                                                                                                                                                                          | Why not simply put more foot and cycle paths in, get rid of trees and bushes which will encroach onto said paths and building another bridge near the small roundabout outside the school entrance. The worst thing about roads in this country is LARGE ROUNDABOUTS they are dangerous. Then some idiot makes them even more dangerous by sticking bushes, plants and advertising boards on them to block vision.                                                                                                                                              | Add another footbridge closer to School and tidy up roundabouts to improve vision |                      |                                                                    |
| Jul 15 2025 12:43 PM | Survey | Resident    | Strongly do not support | There is nothing wrong with the way it is currently laid out. I believe this will make traffic flow worsened due to the amount of traffic lights already on Stainton way.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | #N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Traffic lights will increase cogestion                                            |                      |                                                                    |
| Jul 15 2025 12:18 PM | Survey | Resident    | Support                 | As a pedestrian and a car driver I strongly prefer zebra crossings rather than pelican crossings. For several reasons: cost, pelican lights are more expensive compared to zebra crossing lights. Pelican lights take time to respond and on occasion pedestrians take risks and cross anyway. For drivers pelican lights are slow that result in traffic build up and more delays                                                                                                                                                                                                                                                                                                                                                                                           | Nothing to add other than as a pedestrian and a driver I strongly prefer zebra crossings rather than pelican crossings.                                                                                                                                                                                                                                                                                                                                                                                                                                         | Would prefer zebra crossings                                                      |                      |                                                                    |
| Jul 15 2025 12:06 PM | Survey | Resident    | Support                 | I do believe a crossing is required to improve safety and connectivity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | I do believe a zebra crossing would be better, traffic lights take time to respond to pedestrians request to cross resulting in some people being impatient and taking risks. When the lights do then stop traffic for pedestrians to cross they are typically very slow and will cause traffic congestion and frustration. In addition the cost of a set of traffic lights compared to zebra crossing lights is much higher.                                                                                                                                   | Would prefer zebra crossings                                                      |                      |                                                                    |
| Jul 15 2025 12:00 PM | Survey | Resident    | Support                 | Unsafe for many people with current layout. Area around Lingfield pub, McDonalds etc is horrific. Roundabout road signage needs to be clearer. Too many drivers going too fast over roundabouts, trying to merge and causing major issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Very clear signage to ensure users use the correct path. It's often a free for all. Dogs should be kept on a short lead on the appropriate path as they cause issues for cyclists and pedestrians. This is the case on many of the cycle lanes in the area.                                                                                                                                                                                                                                                                                                     | Roundabout isn't the problem the McDonalds drive through is. Dogs on lead.        |                      |                                                                    |
| Jul 15 2025 11:43 AM | Survey | Resident    | Strongly do not support | I am not objecting for the sake of it, new infrastructure is good, but the proposal of new traffic lights in this location is not needed. There is already a bridge less than 100m away. There are other improvements elsewhere which could be more effective. For example, Ladgate Lane, Ormesby Road Junction. It is not an effective use of public finances to provide lights to allow crossing that will impact traffic levels, whilst not providing any additional benefit that the footbridge already does not. Traffic on a morning backs up from the roundabout which is proposed to be replaced, creating a queue of traffic eastwards along Stainton Way. This actually blocks traffic from Lingfield Way creating a queue back back into the estate to the south. | Dalby Way roundabout does not need replacing for a crossing point when there is already a footbridge 100m away. What is the business case for this? Providing a pedestrian crossing does not provide any additional benefit that the bridge does not.                                                                                                                                                                                                                                                                                                           | Waste of resources                                                                |                      |                                                                    |
| Jul 15 2025 11:02 AM | Survey | Resident    | Strongly support        | This is a great idea the small roundabout is not fit for purpose and offers a better way from the new housing estate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | #N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Useful                                                                            |                      |                                                                    |

| Stainton Way         | Source | Stakeholder | Level of Support        | Summary of feedback                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Extra Feedback                                                                                                                                                                                                                                                               | Tags                                                        | Feedback adopted Y/N | (Y) Changes to design or (N) Reason for not incorporating feedback |
|----------------------|--------|-------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------|--------------------------------------------------------------------|
| Jul 15 2025 10:58 AM | Survey | Resident    | Strongly do not support | <p>Making a left turn in a busy intersection can be a complex maneuver. As a result, collisions are more likely to occur when making left turns. Roundabouts are a way to avoid the traditional stop-light intersection that requires drivers to cross lanes on oncoming traffic when making a left turn.</p> <p>Roundabouts vs. Traffic Lights: the Risk of Accidents</p> <p>Reduction of Conflict Points<br/>Roundabouts offer a benefit to drivers in that they have fewer "conflict points" than traditional intersections. Conflict points are the areas in an intersection where collisions are more likely. The are multiple conflict points at play when making a left turn at an intersection, specifically the point where drivers must cross a lane of oncoming traffic. Because the flow of traffic remains in the same direction in a roundabout, there is no instance of opposing left turns.</p> <p>Decreased Severity of Accidents<br/>One of the most common types of accidents associated with left turns at traffic lights is T-bone collisions, where the front of one vehicle impacts the side of another. By introducing a greater number of right turns, roundabouts eliminate this risk and reduce the potential for high-speed perpendicular accidents. Vehicles navigating the circular path of a roundabout tend to drive at a slower speed, thus reducing the severity of accidents that might occur.</p> <p>How Do Roundabouts Change Traffic Flow?</p> <p>Continuous Flow of Traffic<br/>Roundabouts tend to be more efficient than traffic lights when it comes to the flow of traffic. Because vehicles can exit the roundabout without the need for traffic lights, vehicles can flow continuously no matter which direction they intend to exit. Traffic lights require drivers to sit through periods of waiting as the light phases from red to green, whereas roundabouts usually maintain a moving traffic flow. This reduces the chances of rear-end collisions when making left turns. This continuous flow of traffic also leads to increased fuel efficiency and reduced commute times.</p> | Yes, having walked there thousands of times, there is no real difficulty.                                                                                                                                                                                                    | Roundabout isn't the problem the McDonalds drive through is |                      |                                                                    |
| Jul 15 2025 10:53 AM | Survey | Resident    | Strongly do not support | <p>Yes new paths need to build especially a crossing at the King's roundabout, however traffic lights will not be beneficial, the roundabout is only congested for around 1.5 hours a day with traffic still moving fairly quickly. Traffic lights will cause further accidents due to people speeding/going through red lights out of frustration.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | #N/A                                                                                                                                                                                                                                                                         | Roundabout isn't the problem the McDonalds drive through is |                      |                                                                    |
| Jul 15 2025 10:41 AM | Survey | Resident    | Strongly do not support | <p>Whilst I welcome the general principles of walking and cycling, the installation of traffic lights will create further issues with traffic flow.</p> <p>With the junction of the proposed traffic lights and the smaller roundabout (by lingfield pub) in close proximity, by halting the flow of traffic based on red or green signals, you are creating further bottleneck at the smaller roundabout. At least with the current two roundabout system, whilst not ideal due to road layout, it enables a steady movement of traffic entering and exiting the parkway and surrounding traffic. A traffic light system will create regular intervals where traffic cannot move and / or navigate around the smaller roundabout.</p> <p>It is also disappointing to note that little has been done / considered to address the main issue of traffic entering and exiting McDonald's which is a fundamental issue to the traffic movement and flow around this area.</p> <p>It is also disappointing to note that no consideration has been considered around the ongoing traffic congestion at Stainton way / Lingfield way / Newham way junction. The introduction of traffic lights (even part time lights) is exactly what is needed to create better control of traffic and to halt the steady movement coming down Stainton way from Marton (particularly in the morning which is why part time Lights would be suffice)</p> <p>Personally I think you are prioritising the wrong junction to introduce traffic lights if you trying to better control traffic flow in the area and furthermore you have not addressed the major issue of traffic flow / congestion which is the mcdonalds traffic and the closer Proximity of the smaller roundabout leading to the parkway centre - whilst you have two junctions in close proximity of each other, you are always creating traffic flow issues - traffic lights will not help on this occasion</p>                                                                                                                                                                         | As above                                                                                                                                                                                                                                                                     | Roundabout isn't the problem the McDonalds drive through is |                      |                                                                    |
| Jul 15 2025 10:29 AM | Survey | Resident    | Strongly do not support | <p>The only issue here is people going to the drive thru at macdonalds causing a back log wich triffid lights will not change.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Macdonalds is the issue the drive thru needs to be closed                                                                                                                                                                                                                    | Roundabout isn't the problem the McDonalds drive through is |                      |                                                                    |
| Jul 15 2025 10:02 AM | Survey | Resident    | Strongly do not support | <p>Traffic will avoid Stainton way especially at peak times making the Marton crawl even worse. Previous alterations encouraging more traffic to use Stainton way from Dixon bank simply have not worked wasting money. This scheme will just cause yet another pinch point in an already overloaded road system.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Spend the money on installing pedestrian bridges over Stokesley road near the school and shops so that pedestrian controlled lights can be removed altogether.                                                                                                               | Traffic lights will increase cogestion                      |                      |                                                                    |
| Jul 15 2025 10:01 AM | Survey | Resident    | Strongly support        | <p>Anything which adds safer walking, wheeling and cycling routes is a positive and should be prioritised. Buses should also be prioritised where possible.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | I would consider making the road 2 lanes as well with a lane for turning into kings academy which will help keep a consistent traffic flow.                                                                                                                                  | Increase capacity on roundabout (2 lanes)                   |                      |                                                                    |
| Jul 15 2025 09:59 AM | Survey | Resident    | Do not support          | <p>Yes i approve of the paths to aid walking but not the traffic lights they are not required just widen the road and make it into a 2 car lane to the main roundabout</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Cycle lane waste of money                                                                                                                                                                                                                                                    | Increase capacity on roundabout (2 lanes)                   |                      |                                                                    |
| Jul 15 2025 09:56 AM | Survey | Resident    | Strongly do not support | <p>Stupid idea, waste of money.</p> <p>Build another foot bridge that leads the path running in front of the school.</p> <p>Adding traffic lights will cause more delays during peak times.</p> <p>Build a new on slip to the A174 to ease traffic.</p> <p>Flats lane would be ideal or Ormesby bank.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | See above.                                                                                                                                                                                                                                                                   | Unnecessary                                                 |                      |                                                                    |
| Jul 10 2025 12:26 PM | Survey | Resident    | Strongly do not support | <p>Unnecessary works, given the foot bridge a couple of minutes from the proposed crossing.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | #N/A                                                                                                                                                                                                                                                                         | Unnecessary                                                 |                      |                                                                    |
| Jul 10 2025 10:24 AM | Survey | Resident    | Do not support          | <p>Strongly do not agree with installing traffic lights instead of a roundabout. The path goes through the Parkway Centre already and there is a BRIDGE crossing the road already. We do not need more lights. There is already a pedestrian BRIDGE crossing the road already!!</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Strongly do not agree with installing traffic lights instead of a roundabout. The path goes through the Parkway Centre already and there is a BRIDGE crossing the road already. We do not need more lights. There is already a pedestrian BRIDGE crossing the road already!! | Traffic lights will increase cogestion                      |                      |                                                                    |

This page is intentionally left blank



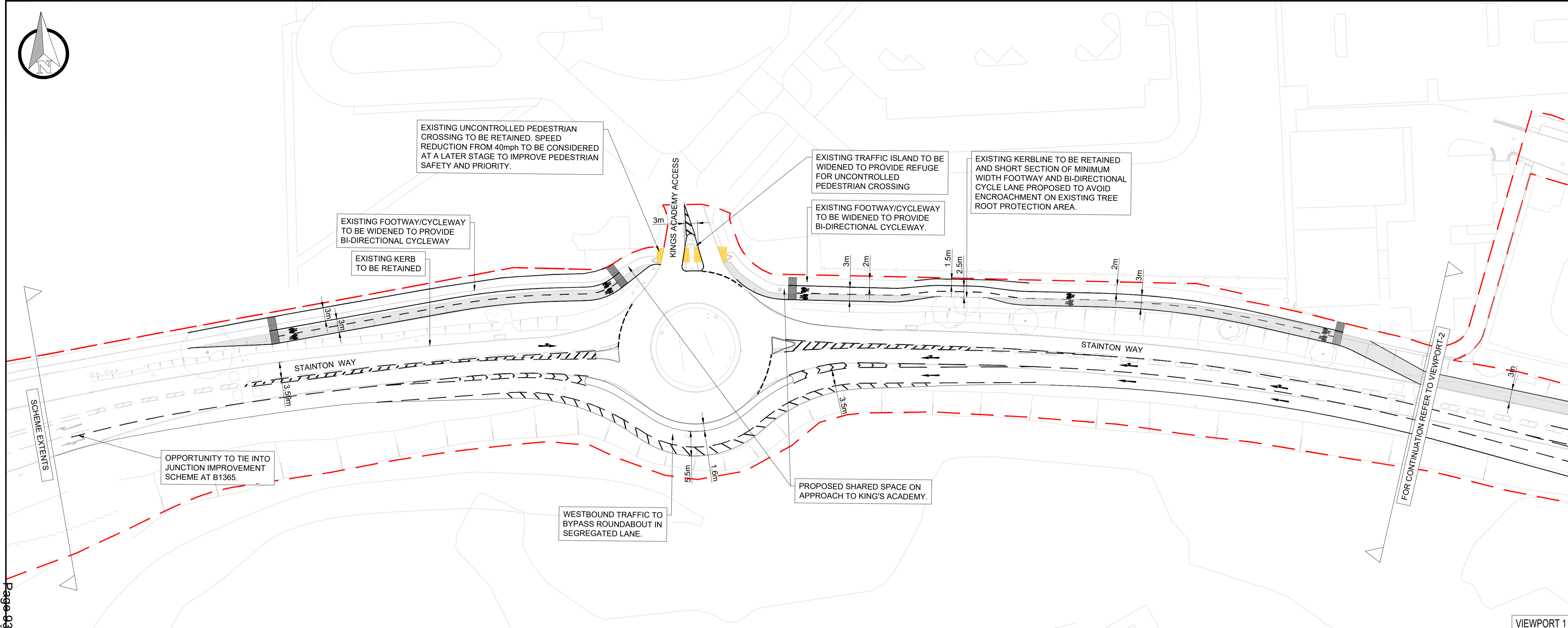
DO NOT SCALE

NOTES:

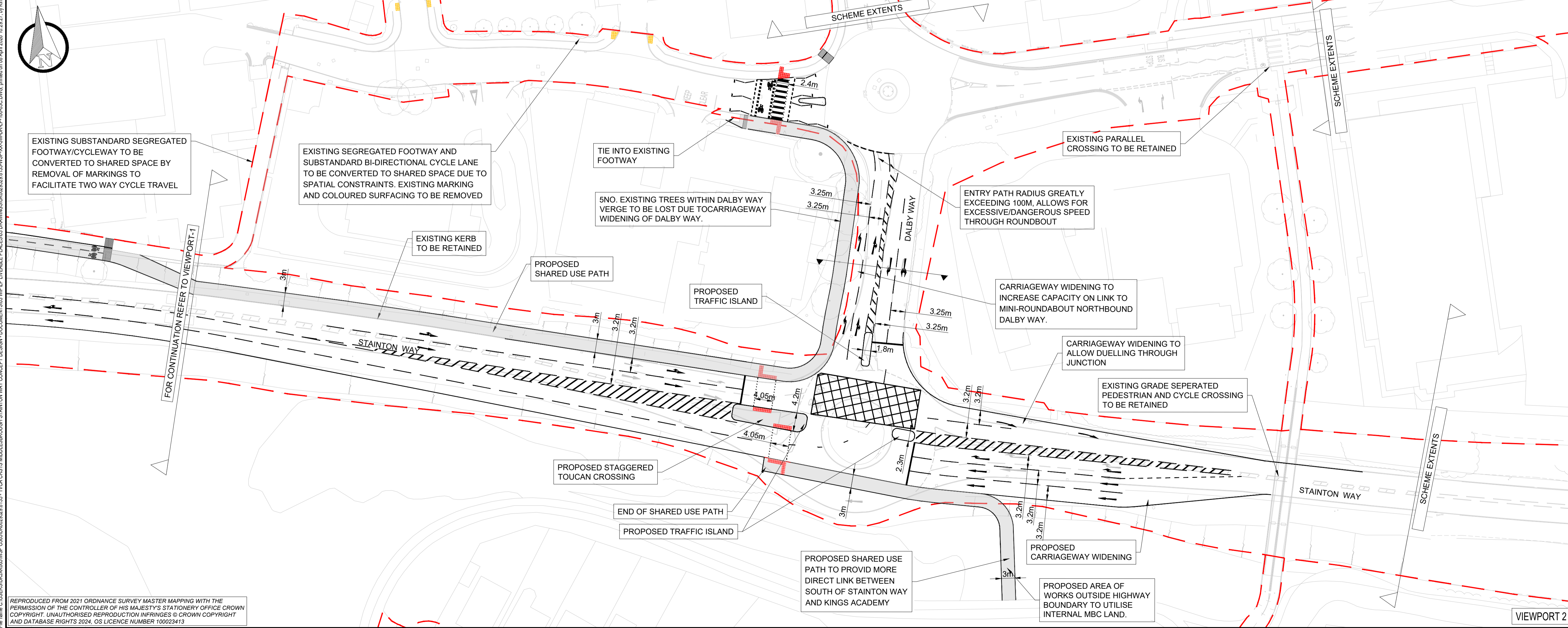
1. ALL DIMENSIONS ARE IN SHOWN METRES UNLESS OTHERWISE SPECIFIED.
2. THE LAYOUT SHOWN IS CONCEPT AND SHALL BE SUBJECT TO CHANGES AT DETAIL DESIGN STAGE.
3. THE DRAWING SHOULD BE READ IN CONJUNCTION WITH ALL OTHER CONCEPT DESIGN DRAWINGS AND DOCUMENTS.
4. HIGHWAY BOUNDARY PROVIDED BY MIDDLESBROUGH BOROUGH COUNCIL.
5. JUNCTION IMPROVEMENTS AND SIGNAL CHANGES ARE SUBJECT TO TRAFFIC MODELING REVIEW.

KEY:

- - - HIGHWAY BOUNDARY
- - - EXISTING ROAD MARKING TO BE RETAINED
- - - PROPOSED ROAD MARKING
- - - PROPOSED KERB
- - - EXISTING KERB
- ▨ PROPOSED LADDER PAVING
- ▨ PROPOSED TRAMLINE PAVING
- ▨ PROPOSED RED TACTILE PAVING
- ▨ PROPOSED BUFF TACTILE PAVING
- ▨ PROPOSED / WIDENED CYCLE TRACK / SHARED USE PATH



VIEWPORT 1



VIEWPORT 2

| REV | DATE       | BY | DESCRIPTION                           | CHK | APP |
|-----|------------|----|---------------------------------------|-----|-----|
| P04 | 08/04/2026 | FB | UPDATED FOLLOWING RSA STAGE 1         | JK  | GS  |
| P03 | 11/11/2025 | KT | ATE WORKSHOP SUBMISSION               | JK  | GS  |
| P02 | 03/11/2025 | KT | UPDATED PEDESTRIAN ROUTE ON DALBY WAY | JK  | GS  |
| P01 | 04/09/2025 | HJ | FIRST ISSUE                           | JK  | GS  |

DRAWING STATUS: FEASIBILITY DESIGN

3 Wellington Place, Leeds, LS1 4AP, UK  
T+ 44 (0) TBC, F+ 44 (0) TBC  
wsp.com

SITE/PROJECT: TVCA CRSTS  
MIDDLESBROUGH DP003  
CONCEPT DESIGN DEVELOPMENT

TITLE: STAINTON WAY HIGHWAY IMPROVEMENTS  
DALBY WAY OPTION 3C  
SIGNALISED JUNCTION WITH DALBY WAY WIDENING

|                      |              |                |
|----------------------|--------------|----------------|
| SCALE @ A1: 1:500    | CHECKED: JK  | APPROVED: GS   |
| PROJECT NO: 70117762 | DESIGNED: KT | DATE: April 26 |

DRAWING NO: UK0029529.8135-WSP-XX-SW-DR-LP-100-03C P04

© WSP UK Ltd

File name: C:\Users\K\OneDrive\Work\Projects\2025\TVCA CRSTS\Drawings\100-03C.DWG, printed on 08 April 2026 10:28:27 by KJW, Job No: 70117762, Page 03 of 03

REPRODUCED FROM 2021 ORDNANCE SURVEY MASTER MAPPING WITH THE PERMISSION OF THE CONTROLLER OF HIS MAJESTY'S STATIONERY OFFICE CROWN COPYRIGHT. UNAUTHORISED REPRODUCTION INFRINGES © CROWN COPYRIGHT AND DATABASE RIGHTS 2024. OS LICENCE NUMBER 100023413

This page is intentionally left blank

**Template for Impact Assessment Level 1: Initial screening assessment**

|                                        |                                                             |                                                      |                                                    |                                                   |
|----------------------------------------|-------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------|---------------------------------------------------|
| <b>Subject of assessment:</b>          | Stainton Way Highway improvements                           |                                                      |                                                    |                                                   |
| <b>Coverage:</b>                       | To cover the proposed corridor improvements on Stainton Way |                                                      |                                                    |                                                   |
| <b>This is a decision relating to:</b> | <input type="checkbox"/> <b>Strategy</b>                    | <input type="checkbox"/> <b>Policy</b>               | <input type="checkbox"/> <b>Service</b>            | <input type="checkbox"/> <b>Function</b>          |
|                                        | <input type="checkbox"/> <b>Process/procedure</b>           | <input type="checkbox"/> <b>Programme</b>            | <input checked="" type="checkbox"/> <b>Project</b> | <input checked="" type="checkbox"/> <b>Review</b> |
|                                        | <input type="checkbox"/> <b>Organisational change</b>       | <input type="checkbox"/> <b>Other (please state)</b> |                                                    |                                                   |
| <b>It is a:</b>                        | <b>New approach:</b>                                        | <input type="checkbox"/>                             | <b>Revision of an existing approach:</b>           | <input type="checkbox"/>                          |
| <b>It is driven by:</b>                | <b>Legislation:</b>                                         | <input type="checkbox"/>                             | <b>Local or corporate requirements:</b>            | <input type="checkbox"/>                          |

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | <p><b><u>Key aims, objectives and activities</u></b></p> <p>The aim of the report and assessment is to evaluate the options around the decision whether to retain the current infrastructure, or proceed with the proposed scheme implementation. This impact assessment sets out the likely understood impact of a decision to proceed with the scheme implementation.</p> <p><b><u>Statutory drivers</u></b></p> <p>As a Highway Authority, the Council has statutory duties, as set out within the Traffic Management Act 2004. “It is the duty of a Local Traffic Authority to manage their road network with a view to achieving, so far as is reasonably practicable having regard to their other obligations, policies and objectives, the following objectives;</p> <p>(a) Securing the expeditious movement of traffic on the Authority’s road network; and</p> <p>(b) Facilitating the expeditious movement of traffic on road networks for which another Authority is the Traffic Authority.”</p> <p>The introduction of traffic signals and improved pedestrian and cycling facilities will allow the Council to provide safe, attractive facilities to encourage uptake of active, sustainable transport.</p> <p><b>Description:</b> The proposals follow Department for Transport (DfT) guidance in the form of LTN 1/20, which sets out the requirements to install quality infrastructure to enable more people to cycle safely and more often. Tees Valley Combined Authority (TVCA) gained funding from the Levelling Up Fund (LUF) to support ambitions to improve sustainable transport accessibility. The project is part of a wider, regional delivery programme of sustainable transport projects; delivered under the ‘Local Walking and Cycling Implementation Plan’ (LCWIP) that was introduced at a national level by DfT.</p> <p><b><u>Differences from any previous approach</u></b></p> <p>Retaining the highway layout will not result in any changes.</p> <p><b><u>Key stakeholders and intended beneficiaries</u></b> (internal and external as appropriate)</p> <p>Key stakeholders include Residents, Businesses, Politicians, Council Officers, Public Transport operators, disability groups, taxis, Emergency services, Tees Valley Combined Authority and visitors to the area</p> <p><b><u>Intended outcomes</u></b></p> <p>This impact assessment sets out the impact of the proposal to implement the scheme and how it will allow the increase in sustainable modes, and ensure that accident levels have the best possible chance of remaining low.</p> |
| <b>Live date:</b>           | May 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Lifespan:</b>            | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Date of next review:</b> | March 2029                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Screening questions                                                                                                                                                                                                                    | Response |     |           | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                        | No       | Yes | Uncertain |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Human Rights</b><br>Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?                                                                                                                 | ☒        | ☐   | ☐         | <p>The project aims to improve access to sustainable transport for all residents. This will assist in improving accessibility to education, employment, training, retail and leisure facilities by making reasonable adjustments to services provided to new proposals, and retrofitting existing infrastructure, and therefore not impact negatively upon human rights.</p> <p>Evidence used to inform this assessment includes analysis of the Human Rights Act 1998.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Equality</b><br>Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups? | ☒        | ☐   | ☐         | <p>The proposed scheme consultation exercise has included stakeholders such as the RNIB. As part of the design process the necessary measures have been included to produce a fully accessible scheme proposal. In addition, to extensive road safety audits, Active Travel England reviews and LTN 1/20 compliance.</p> <p>The scheme proposal includes the signalisation of Stainton Way/Dalby Way roundabout (creating a safe crossing point on Stainton Way, and a new signalised crossing on Dalby Way, with associated foot/cycleways to connect the infrastructure in to the existing network. In addition, to a full lighting level review, and additional lighting to be implemented, if required.</p> <p>It is therefore not anticipated that there would be only beneficial impacts upon equality.</p> <p>Evidence to support this assessment includes analysis of the current provision which allows all people to use the facilities. The proposed decision impact which will be that scheme implementation would increase accessibility to people from all disadvantaged groups.</p> |
| <b>Community cohesion</b><br>Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?                                                                | ☒        | ☐   | ☐         | <p>There is no evidence and has not been raised as an issue during public consultation that the proposed scheme would impact negatively upon relationships between different community groups. This project would improve sustainable access routes to communities and safe road networks. Anti-social and illegal behaviour remains a global problem, and could create community tension between highway users. This is not an issues specific to this scheme, so it is anticipated that this will not create a specific cohesion issue.</p> <p>Evidence to support this assessment includes analysis of the proposed provision which allows all people to use the facilities. The proposed decision impact which will be that the proposed scheme will increase accessibility to all of the community.</p>                                                                                                                                                                                                                                                                                       |

\* Consult the Impact Assessment further guidance for details on the issues covered by each of these broad questions prior to completion.

| Screening questions                                                                                                                                                                                                                                                                                 | Response |   |   | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Armed Forces</b><br>Could the decision impact negatively on those who are currently members of the armed forces of former members in the areas of Council delivered healthcare, compulsory education and housing policies?                                                                       | ☒        | ☐ | ☐ | People who access services such as Council delivered Healthcare, compulsory education and housing typically are less affluent, and less likely to have access to a private car. The introduction of the proposed infrastructure supports social mobility will assist these people accessing services.<br>Evidence to support this assessment includes analysis of the proposed provision which allows all people to use the facilities. The proposed decision impact which will be that this will increase accessibility to the Armed Forces. |
| <b>Care leavers</b><br>Could the decision impact negatively on those who are care experienced?                                                                                                                                                                                                      | ☒        | ☐ | ☐ | People who have been supported by care are typically less affluent, and less likely to have access to a private car. The implementation of the proposed infrastructure supports social mobility will assist these people accessing services.<br>Evidence to support this assessment includes analysis of the proposed provision which allows all people to use the facilities. The proposed decision impact which will be that this will increase accessibility to Care Leavers.                                                              |
| <b>Next steps:</b><br><ul style="list-style-type: none"> <li>➤ If the answer to all of the above screening questions is No then the process is completed.</li> <li>➤ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</li> </ul> |          |   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                 |                           |                         |                           |
|---------------------------------|---------------------------|-------------------------|---------------------------|
| <b>Assessment completed by:</b> | Chris Orr                 | <b>Head of Service:</b> | Craig Cowley              |
| <b>Date:</b>                    | 26 <sup>th</sup> May 2026 | <b>Date:</b>            | 26 <sup>th</sup> May 2026 |

**MIDDLESBROUGH COUNCIL**



|                                   |                                                                            |
|-----------------------------------|----------------------------------------------------------------------------|
| <b>Report of:</b>                 | Corporate Director of Finance (s151 Officer), Andrew Humble                |
| <b>Relevant Executive Member:</b> | The Mayor, Chris Cooke<br>Executive Member for Finance, Cllr. Nicky Walker |
| <b>Submitted to:</b>              | Executive                                                                  |
| <b>Date:</b>                      | 8 July 2026                                                                |
| <b>Title:</b>                     | MTFP Update and 2027/28 Budget Development approach and timetable          |
| <b>Report for:</b>                | Decision                                                                   |
| <b>Status:</b>                    | Public                                                                     |
| <b>Council Plan priority:</b>     | Delivering Best Value                                                      |
| <b>Key decision:</b>              | No                                                                         |
| <b>Why:</b>                       | Decision does not reach the threshold to be a key decision                 |
| <b>Subject to call in?</b>        | Yes                                                                        |
| <b>Why:</b>                       | Non urgent report                                                          |

**Proposed decision(s)**

That Executive:

- **APPROVES** the budget development approach and timetable set out in Appendix 1 for developing the 2027/28 Budget and Medium-Term Financial Plan (MTFP) to 2030/31
- **NOTES** the update of the Council's Medium Term Financial Plan (MTFP)

## Executive summary

The approval of the budget development approach and timetable is required to ensure that the Council complies with its constitutional and statutory responsibilities in setting the annual budget and Medium-Term Financial Plan (MTFP). Under the Constitution (Section 10.6.1), the approval of the budget and Policy Framework is a non-executive function reserved to Full Council, with the Executive responsible for developing and recommending proposals for consideration. Establishing and agreeing a clear, robust approach and timetable at this stage enables the Executive to discharge its role effectively in formulating proposed budget options, ensures that there is sufficient time for Member engagement, scrutiny and consultation. It supports the delivery of a lawful, balanced and sustainable budget aligned to the Council Plan. This structured approach also ensures that the budget proposals are developed in line with the Council's governance arrangements and can be presented to Full Council for approval in accordance with statutory requirements.

This report provides an update on the Council's Medium-Term Financial Plan (MTFP) and sets out the proposed approach and timetable for developing the 2027/28 budget and MTFP to 2030/31.

The report is set within the context of the Council's Performance and Financial Management Framework (PFMF), which provides a structured, integrated approach to financial planning, performance monitoring and risk management. This ensures that the budget setting process is informed by up to date financial and service performance information, aligned to the Council Plan 2026-29 and subject to robust governance, challenge and Member engagement.

The financial context for 2027/28 is characterised by greater short-term funding stability, following the introduction of the Government's three-year Local Government Finance Settlement (2026/27 to 2028/29). The funding framework remains largely unchanged, with continued emphasis on allocating resources based on deprivation and demand. However, final funding allocations for 2027/28 are yet to be confirmed and will be subject to further updates during Autumn/Winter 2026.

Whilst the funding position has improved, the Council continues to face significant and ongoing financial challenges primarily driven by demand-led pressure and external cost factors. Key risks to the MTFP include:

- Demand pressures in Adult and Children's Social Care, where increasing complexity of need, workforce pressures and market conditions continue to drive costs, with further risks associated with potential future policy changes such as the Adult Social Care Fair Pay Agreement;
- Placement sufficiency and cost volatility in Children's Services, alongside continued reliance on agency staffing and emergency accommodation, although mitigating actions are being implemented through the Directorate Improvement Plan and workforce strategy;
- Waste Service pressures, including cost increases in waste disposal and the introduction of new statutory requirements under Simpler Recycling where funding remains uncertain;
- Income risks, particularly in relation to commercial property holdings, where market conditions continue to affect occupancy and rental income; and

- Future costs pressures and investment requirements, including emerging digital and service delivery initiatives, where feasibility work is ongoing but may result in future revenue commitments.

In addition, there remains uncertainty within key elements of the funding system, including business rates retention arrangements, the longer-term position beyond the current settlement period and wider national reform areas such as SEND funding.

Overall, whilst the Council's financial position has stabilised in the short term, the MTFP continues to be exposed to material financial risks and uncertainties. The budget development process will therefore focus on maintaining a balanced and sustainable financial position, strengthening financial resilience in line with the Reserves Policy and ensuring that resources are prioritised to deliver the Council Plan.

The proposed timetable and governance arrangements will support the development of robust, evidence-based budget proposals with ongoing engagement with Members and stakeholders, seeking to effectively gain approval of the 2027/28 budget and updated MTFP by Full Council in February 2027.

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

- 1.1 The report provides an update for the Executive of the issues affecting the Council's current Medium Term Financial Plan.
- 1.2 The report also seeks approval of the budget development approach and timetable within which Officers will work with the Mayor, Executive, and other elected members to develop the 2027/28 budget and Medium-Term Financial Plan (MTFP) for the four-year period to 2030/31

| Our ambitions                          | Summary of how this report will support delivery of these ambitions and the underpinning aims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | The MTFP underpins the delivery of the Council's vision for Middlesbrough and therefore supports all the ambitions within the Council Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>A healthy Place</b>                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Safe and resilient communities</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Delivering best value</b>           | The proposed recommendations are consistent with and will promote the achievement of the Council's general legal duty to achieve Best Value in accordance with Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007). The report provides assurance that the Council has effective corporate governance and financial planning arrangements in place, and that the Council is working towards managing its finances by the development of a balanced budget for 2027/28 and MTFP to 2030/31 for approval by Council in February 2027, whilst also ensuring that resilience and sustainability are not impacted. The forward planning for and setting of a robust budget and balanced MTFP enables the Council to provide and deliver services within its overall corporate and financial planning framework. |

## 2. Recommendations

### 2.1 That the Executive

- **APPROVES** the budget development approach and timetable set out in Appendix 1 for developing the 2027/28 Budget and Medium-Term Financial Plan (MTFP) to 2030/31
- **NOTES** the update of the Council's Medium Term Financial Plan (MTFP)

## 3. Rationale for the recommended decision(s)

- 3.1 The forward planning for and setting of a robust budget and balanced MTFP enables the Council to provide and deliver services within its overall corporate and financial planning framework. The MTFP underpins the delivery of the Council's vision for Middlesbrough to be a thriving, healthier, safer, and more ambitious place where

people want to live, work, invest, and visit, and where we will support our residents to live fulfilling lives, to ensure that our communities thrive.

- 3.2 All Council elected members have a legal obligation to agree a balanced robust budget and set the Council Tax by 11 March 2027. In addition, the Council has a Best Value duty to demonstrate financial sustainability through the delivery of a balanced MTFP over a period of at least 3 years. The setting of the budget is part of the Performance and Financial Management Framework and therefore requires Full Council approval scheduled for 24 February 2027.
- 3.3 The Council is required to take a systematic, coherent, and controlled approach to addressing its ongoing financial challenges over the medium-term, while enabling the delivery of the Mayor's vision and priorities for Middlesbrough through delivery of the wider Council Plan.

#### **4. Background and relevant information**

- 4.1 Each year the Council engages in an annual financial planning and budget setting cycle with the intention to achieve a balanced annual revenue budget and MTFP, set the council tax, and set out the capital and treasury management strategy.
- 4.2 Following the introduction of the revised Performance and Financial Management Policy and accompanying Framework (PFMF) in 2026/27, the Council now operates within a strengthened and more integrated approach to financial and performance management. The framework embeds a structured plan-monitor-review-improve cycle, ensuring that financial planning is informed by continuous performance monitoring, robust financial oversight, and active risk management throughout the year.
- 4.3 Under this approach, the budget setting process is supported by a series of regular, formal governance arrangements, including Budget Holder meetings, Directorate Budget Reviews, and Integrated Performance and Budget Clinics. These arrangements provide timely insight into in-year financial performance, service delivery, emerging pressures, and delivery risks, enabling early identification of issues and more informed decision-making.
- 4.4 The Performance and Financial Management Framework will continue to support the development of the 2027/28 budget and Medium-Term Plan by ensuring that:
  - Financial forecasts are grounded in up-to-date performance, demand, and cost information
  - Emerging risks and pressures are identified and escalated at an early stage, allowing for timely mitigation
  - There is clear alignment between service performance, resource allocation and Council Plan priorities
  - Budget proposals are subject to ongoing challenge review, and refinement through established officer and Member governance processes.

As a result, the PFMF provides a more robust, transparent, and evidence-based foundation for financial planning, supporting the Council to maintain financial sustainability while delivering its strategic objectives.

- 4.5 The annual financial planning cycle is a continuous and iterative process, incorporating regular monitoring, challenge and refresh of assumptions through the Council's integrated governance arrangements. This includes Budget Holder meetings, Directorate Budget Reviews, and quarterly Integrated Performance and Budget Clinics, which collectively ensure that emerging financial challenges are identified early and reflected in financial planning.
- 4.6 At key stages throughout the financial year, financial assumptions are reviewed and updated considering new information and insight to inform robust budgetary control, in-year forecasting and medium to long term financial sustainability. Key areas of focus include:
- The Council's financial and operational performance, including outturn performance from the previous year and in year delivery against budget, savings plans, and agreed performance targets.
  - Changes in external factors outside the Council's control, including macroeconomics conditions (inflation, interest rates, pay awards), market conditions, national policy developments, and demographic trends impacting demand for services.
  - Internal performance and delivery factors, including the effectiveness, efficiency and sustainability of service delivery models in meeting the needs of residents, businesses and visitors, including opportunities for redesign and continuous improvement
  - The Council's financial resilience, including the adequacy of reserves, assessment of financial risks, and the cumulative impact of pressures, savings delivery and demand changes on the MTFP.

This integrated approach ensures that performance, finance and risk are considered together, supporting evidence-based decision making and early corrective actions where required.

- 4.7 This report represents the initial stage of the budget development process for the period 2027/28 to 2030/31. It builds upon the MTFP approved by the Council in February 2026, the 2025/26 financial outturn, and the latest in-year financial monitoring position reported through the quarterly integrated performance and financial management cycle.
- 4.8 The report sets out the financial framework, assumptions and governance arrangements within which Officers will work with the Mayor and Executive, supported by ongoing engagement with Elected Members, to develop detailed budget proposals. This process will be informed by evidence from performance monitoring, financial forecasting, risk analysis and continuous improvement ensuring that proposed budgets are deliverable prioritised and aligned to the Council Plan and available resources.
- 4.9 Consistent with the PFMF, the development of the 2027/28 budget and updated MTFP will be subject to robust challenge transparency and iterative refinement through established governance mechanism including Policy Development Group, Finance Resilience Working Group, and Performance and Budget Clinics.

## MTFP Update

4.10 Since the budget report to Council on 18 February 2026, a number of developments have emerged which may impact the Council's current MTFP, as outlined in paragraphs 4.11 to 4.45. In some areas, further detail and validation is required before reliable financial impacts can be confirmed. As a result, figures have not been included where there is insufficient certainty. However, indicative costs or estimates are provided in some cases to give context where this is considered helpful. Work will continue to refine these assumptions as more information becomes available, and an updated MTFP will be presented to Executive on 9 December 2026 alongside the commencement of the 2027/28 budget consultation.

## Local Government Funding

4.11 The 2027/28 financial year falls within the three-year Local Government Finance Settlement for 2026/27 to 2028/29, and as such there has been no separate funding settlement announcement for 2027/28. Instead, indicative allocations were published as part of the multi-year settlement, with final funding allocations expected to be confirmed in mid to late December 2026. This provides a degree of medium-term certainty for Middlesbrough Council compared to previous single-year settlements, supporting more effective financial planning. There is still the possibility the Government may change its stance regarding settlements for 2027/28 and 2028/29.

4.12 The Government has not yet indicated any material policy changes for 2027/28 and is continuing to operate within the framework established through the Fair Funding Review 2.0 and the 2025 Spending Review. This includes the continued use of revised needs and resources formulae, Recovery Grant arrangements, and social care distribution mechanisms. For Middlesbrough, this provides stability in the funding framework and reinforces the expectation that the direction of travel towards funding based on deprivation and demand will be maintained. However, there remains the possibility that the Government may revise its position for 2027/28 and 2028/29.

4.13 Nationally, Core Spending Power is expected to increase in 2027/28, with indicative assumptions suggesting a further uplift following the increase in 2026/27. For Middlesbrough, this is expected to translate into continued growth in funding, building on the positive impact of the revised funding formula and Recovery Grant allocations in 2026/27. However, final figures remain subject to confirmation and technical updates.

4.14 Funding for Adult Social Care is expected to increase further in 2027/28, with a larger proportion of additional national funding distributed through needs-based formulae. This is particularly significant for Middlesbrough given the level of demand pressures within adult social care services. Whilst this represents a positive funding trajectory, there remains a risk that increases in demand, provider costs and workforce pressures may continue to exceed available funding.

4.15 There remains some uncertainty within elements of the funding system, particularly in relation to the future treatment of business rates retention and pooling arrangements, where further consultation and clarification from Government is expected. For

Middlesbrough, this creates a degree of risk within income projections and reinforces the need for prudent assumptions within the MTFP.

4.16 The next key updates in the funding process are expected during the Autumn/Winter 2026, when the Government is likely to publish updated technical information, confirm detailed allocations, and set out any adjustments to the 2027/28 funding position. Whilst the overall framework is expected to remain in place, there are a number of areas that will continue to be monitored closely by the Council, including;

- The sufficiency of funding to meet adult social care demand and workforce pressure costs.
- Progress on SEND funding reform and any associated financial implications.
- Any changes to business rates equalisation and associated protections.
- The continuation of Recovery Grant and associated protections.
- The impact of potential local government reorganisation and devolution proposals.

4.17 Overall, the current position can be described as broadly stable in the funding framework, with no significant policy changes since the February 2026 settlement, but with a number of technical and financial uncertainties remaining that will be resolved through the detailed allocation process. These factors will be reflected in the Council's ongoing financial modelling and budget development process.

### General economic climate

4.18 The following paragraphs provide an overview of the general economic climate and the main factors currently affecting the UK economy. These will be monitored closely, alongside the potential implications for the Council, in order to inform the Medium-Term Financial Plan (MTFP).

4.19 UK Gross Domestic Product (GDP) grew by 0.6% in the first quarter of 2026, representing the highest quarterly increase since early 2025 and an improvement on growth of 0.2% in the final quarter of 2025. Growth was driven primarily by the services sector, with business services, technology and advertising performing strongly. However, forecasters continue to expect more modest growth over the remainder of 2026, reflecting ongoing global uncertainty and domestic economic pressures. The Office for Budget Responsibility (OBR) forecasts UK GDP growth of around 1.1% in 2026.

4.20 Labour market conditions have continued to soften during 2026. Business surveys indicate subdued recruitment activity, with many employers reporting that higher employment costs, including increases in National Insurance Contributions and the National Living Wage, have constrained hiring intentions. The Bank of England's latest survey of businesses suggests firms expect a small reduction in employment levels over the coming years. Although unemployment remains relatively low by historical standards, labour demand has weakened as economic growth remains subdued.

4.21 Consumer Price Index (CPI) inflation remains above the Bank of England's 2% target. Whilst the inflationary pressures had begun to ease during late 2025 and early 2026, the outlook has become more uncertain due to escalating geopolitical tensions in the

Middle East, particularly the ongoing Iran and Israel conflict. The conflict has contributed to higher global oil and gas prices, driven by concerns over disruption to energy supplies and shipping routes through the Strait of Hormuz, a critical route for global energy exports. Higher energy prices have already fed through into increased fuel costs and are expected to place upward pressure on transport, manufacturing and supply chain costs across the wider economy. The Bank of England has identified the conflict as a significant inflationary risk and has warned that sustained increases in energy prices could lead to a further rise in inflation during 2026 and into 2027. Whilst the expectation remains that inflation will gradually return towards target over the medium term, the risk of a more prolonged period of above target inflation has increased, creating additional uncertainty for household budgets, business costs and local authority expenditure. For Middlesbrough Council, sustained increases in energy and fuel prices could increase the costs of commissioned care services, transport, waste collection and contractual inflation uplifts, placing further pressure on the Council's revenue budget and medium-term financial planning assumptions.

- 4.22 The Bank of England has maintained the Bank Interest Rate at 3.75% since February 2026, with the Monetary Policy Committee (MPC) citing continuing inflationary pressures and uncertainty surrounding global energy markets. Whilst interest rates are significantly lower than their recent peaks, the Bank has adopted a cautious approach and has indicated that future decisions will depend on the outlook for inflation and economic growth. Higher borrowing costs continue to affect households, businesses and local authorities, although market expectations are that interest rates will gradually decline over the medium term if inflationary pressures continue to ease.
- 4.23 Whilst the national economic outlook has improved modestly, significant financial risks remain for Middlesbrough Council over the medium term. Demand for statutory services particularly Adult Social Care, Children's Services and homelessness support, continues to grow at a pace that exceeds underlying inflation. Although the Government's multi-year finance settlement and Fair Funding Review 2.0 reforms are expected to deliver additional funding to Middlesbrough over the period to 2028/29, the Council continues to face substantial demand and cost pressures. The Council's latest Medium-Term Financial Plan identified forecast service demand pressure and budget rebasing requirements of £15.549m in 2026/27, rising to £34.963m by 2029/30, driven largely by increasing demand for care services, workforces' costs, inflation and legislative requirements. Current estimates indicate that Middlesbrough will benefit from increased government funding through the new funding formula over the settlement period, however, there remains uncertainty regarding future funding levels beyond 2028/29 and whether funding increases will fully offset demand-led expenditure growth. Consequently, the Council will continue to closely monitor economic conditions, inflation, labour market trends, social care demand and government funding announcements to ensure the ongoing sustainability of the Medium-Term Financial Plan.

### Service Demand Pressures

- 4.24 As part of the Government's Simpler Recycling reforms, the Council will be required to introduce the separate collection of microplastics from April 2027. Whilst this supports national environmental objectives, the cost of implementation remains uncertain including collection arrangements, infrastructure requirements, and ongoing

operational costs. At present Department for Environment, Food & Rural Affairs (DEFRA) has not confirmed whether new burdens funding will be provided. Should funding not be sufficient or forthcoming this will create an unfunded pressure within the MTFP, the scale of which will be determined once detailed guidance and cost modelling is available.

- 4.25 At 2026/27 budget setting the budget for Waste Disposal was reviewed over the period of the MTFP taking into account latest estimates on tonnages and costs per tonne, however this needs to be closely monitored. Whilst the introduction of Simpler Recycling in 2026/27 may reduce residual tonnage over time, this is not yet certain and will depend on behavioural change and operational delivery. There is therefore a risk of short-term increases before any benefits from reduced disposal volume is realised. This will continue to be monitored through in-year financial reporting. It should also be noted that whilst outside the current MTFP period there is a new waste disposal contract and Tees Valley Energy Recovery Facility planned to operate from 2030 which will impact on the price per tonne of waste disposed that the Council has to pay. Further financial modelling of the latest agreed contracted price needs to be undertaken, and this will be included in the next review of the MTFP. The MTFP will also need to be reviewed when the Government announce further information relating to the planned introduction of the Emissions Trading Scheme (ETS) in 2028/29.
- 4.26 The MTFP includes provision for forecast demand growth in Adult Social Care, however the scale and pace of demand continue to represent a significant financial risk. Demand-led pressures, market volatility and provider costs increases remain highly sensitive to external factors. In addition, the proposed introduction of a Fair Pay Agreement for the Adult Social Care workforce from April 2028 is expected to increase provider costs materially. This is likely to result in further inflationary pressures on care packages and contracts beyond those currently assumed within the MTFP, requiring ongoing review and potential additional funding.
- 4.27 There are continuing pressures within Children's Social Care placements, driven by both increasing demand and rising complexity of need. Current budget assumptions do not fully reflect the costs of high-needs and specialist placements. A national shortage of foster carers is further constraining local capacity, leading to a greater reliance on external residential provision and high-cost placements. This represents a significant and volatile financial risk, as placement costs can vary materially depending on individual circumstances.
- 4.28 Due to limited placement capacity and urgent safeguarding requirements, there is an ongoing reliance on emergency accommodation, including short term provision. These arrangements are significantly more expensive and less sustainable than planned placements, creating unplanned and unpredictable cost pressures. While work is ongoing to improve placement sufficiency, this remains a high-risk area within the MTFP.
- 4.29 Workforce challenges have historically impacted service delivery within Children's Social Care, contributing to higher staff turnover and reliance on agency workers, with associated cost pressures. However, this position is now being actively addressed through the Directorate's Improvement Plan, which includes the development and implementation of a workforce strategy focused on recruitment, retention and

workforce stability. In addition, key leadership roles have now been appointed, strengthening management capacity and providing greater oversight, stability and direction within the service. These measures are expected to reduce reliance on agency staff over time and improve workforce resilience. Whilst this represents a positive trajectory, there remains a residual financial risk in the short term as improvements take time to embed, and agency cost pressures may continue until the workforce stabilises.

- 4.30 The Council is currently exploring the potential use of AI-enabled digital solutions to support service delivery, improve efficiency and enhance customer outcomes. This work is at an early stage, including assessing potential use cases, implementation requirements, costs and anticipated benefits. Subject to the outcome of this work, there is expected to be a requirement for initial Capital investment, funded through the existing provision within the Capital Programme. However, there remains the potential ongoing revenue requirements to sustain and support these solutions. At this stage, the scale, timing and affordability of any investment remains uncertain and therefore represents a potential future cost for the MTFP, which will be refined as work progresses and cleared cost-benefit information becomes available.
- 4.31 Funding for the Neighbourhood Model has been identified through the Flexible Use of Capital Receipts (FUoCR) programme to support staffing costs associated with the implementation of the Neighbourhood Model until around January 2028. The Council has placed a significant strategic emphasis on neighbourhood based working and visible frontline services as part of its wider commitment to improving outcomes for residents and communities. Should a decision be taken to retain some or all the current staffing establishment beyond the implementation period in order to maintain service delivery within neighbourhoods, additional recurring funding of approximately £1.3m per annum, would need to be incorporated into the MTFP
- 4.32 The commercial property market remains challenging with ongoing economic uncertainty affecting rental demand, occupancy levels and income streams. The recent loss of a national retailer within the Cleveland Centre highlights the risk of declining rental income and increase voids, which may impact the Council's revenue position. This represents an ongoing financial risk to income budgets, which will need to be actively managed through asset management strategies and market engagement.
- 4.33 Funding from both the Police and Crime Commissioner (PCC) and UK Shared Prosperity Fund (UKSPF) has now been withdrawn, resulting in the loss of grant funding that currently supports 16 Street Warden posts. Existing contracts are due to expire on 31 March 2027. Should a decision be taken to maintain current service levels beyond this date, ongoing annual funding of approximately £0.655m would need to be incorporated into the MTFP.
- 4.34 Within the 2026/27 Revenue Budget report, consultation feedback included suggestions to reduce the charge for the green waste service and to introduce a reduction in car parking charges. Both proposals would have a financial impact on the Council's budget and Medium-Term Financial Plan (MTFP). Executive will consider these options once further information and detailed financial analysis has been completed, with the implications to be incorporated into the MTFP update report due to be presented to Executive in October 2026.

- 4.35 Should Middlesbrough Council be successful in securing the UK City of Culture 2029 Bid, a one-off Council financial contribution (value to be determined) may be required to support programme delivery and to meet local commitments associated with hosting the event, however the Council will seek external investments and funding opportunities to mitigate any requirement for Council funding. This requirement would be in addition to, and intended to maximise the impact of, the £10m Government award.
- 4.36 Real support service income targets. After an initial in-depth review of internal support services reallocations was undertaken in 2025/26, a second stage, focusing on support services recharges to third party accounts that generate 'real' income to the Council, is planned for 2026/27. In previous years, there has been a shortfall against the budgeted income target for 'real' support services income, and this is expected to continue. The scale of the ongoing shortfall is yet to be determined. However, once established it is recommended that as this is a corporate income target, funding is provided through the MTFP to reset the income target at a realistic level.

#### Savings now found to be unachievable

- 4.37 As reflected in the 2025/26 Revenue Outturn report, some previously approved budget savings are now unlikely to be achievable in the future and potentially will need to be removed from the MTFP or replaced with other savings. These are summarised below, and will be considered as part of the updated MTFP to Executive in December 2026:
- 4.38 Contractual spend review savings of £0.619m (2024/25 original target of £0.700m, of which £0.081m has been permanently achieved). Despite best endeavours, it has now become apparent that the remainder of this saving cannot now be achieved in the manner originally intended. Whilst business as usual work continues to be ongoing in reviewing and renegotiating contracts wherever possible, it has not been possible to reduce the budgeted savings target as many of the savings relate to capital funded expenditure, rather than revenue. It is therefore recommended that this budgeted saving is considered for removal from the MTFP, and any savings on contract expenditure will be reflected within individual Directorate outturns.
- 4.39 Digitise Procurement savings of £0.200m (2025/26 saving) was originally intended to be achieved through the use of a third party to competitively procure goods and services. Again, this saving has not materialised in the manner expected, and so it is recommended that this saving is considered for removal from the MTFP, and any savings through this initiative will instead be reflected within individual Directorate outturns.

#### Dedicated Schools Grant (DSG)

- 4.40 As highlighted in the outturn position, the level of the DSG deficit and the ongoing uncertainty regarding its future treatment continues to represent a significant financial risk to the Council. Whilst the Government has confirmed a High Needs Stability Grant of up to 90% of accumulated deficits to March 2026, this is subject to approval and delivery of the Local SEND Reform Plan and therefore does not fully remove the

underlying financial risk. There is also uncertainty regarding the Government's position relating to deficits that occur post March 2026.

- 4.41 The DSG position remains driven by sustained demand, complexity of need and cost pressures, particularly within the High Needs Block, including continued growth in Education, Health and Care Plans, increasing reliance on high-cost specialist placements and wider system pressures such as alternative provision and home to school transport.
- 4.42 There remains a risk that demand continues to outpace the impact of local mitigation actions, particularly where improvements in inclusion, early intervention and placement sufficiency take time to deliver measurable financial benefits. In addition, the Council remains exposed to delivery risk associated with the Local SEND Reform Plan, including the potential that required outcomes are not achieved at sufficient pace to stabilise the position.
- 4.43 Accordingly, the DSG deficit and its trajectory will need to continue to be closely monitored and reflected within future updates of the Medium-Term Financial Plan with a particular focus on delivery of the Local SEND Reform Plan and the sustainability of the High Needs Block.

#### Pay Awards

- 4.44 On 24 March 2026, National Employers made a final one-year pay offer of a 3.3% increase to salaries and allowances for eligible staff for 2026/27. This offer has initially been rejected by the trade unions, and negotiations are currently ongoing. The employer offer is higher than the assumptions in the 2026/27 budget and MTFP (which allowed for 3% in 2026/27, 2.5% in 2027/28 and 2.0% thereafter). If the 3.3% increase is implemented, it would increase costs by around £0.360m in 2026/27 with ongoing impacts in future years. The MTFP will be updated to reflect this and reported to Executive in October 2026.

#### Local Government Pension Scheme (LGPS)

- 4.45 The triennial valuation of the Teesside Pension Fund was completed on 31 March 2025 and set employer contribution rates for the period 2026/27 to 2028/29. The agreed contribution rate is 11.5%, a reduction from the previous 13%. This reduction has been reflected in the 2026/27 budget and Medium-Term Financial Plan (MTFP). The next triennial valuation will take place on 31 March 2028 and will set the employer contribution rates for 2029/30 to 2031/32, at which point the 2029/30 budget and MTFP will be updated to reflect any changes,

#### Budget Strategy

- 4.46 The Council will maintain a robust Medium-Term Financial Plan (MTFP) to ensure financial sustainability over the period of the MTFP while demonstrating Best Value in the use of resources.
- 4.47 In accordance with the Performance and Financial Management Framework (PFMF) and the refreshed Council Plan 2026-29, the budget strategy adopts an integrated

approach to planning, monitoring and review, ensuring that financial decisions are informed by performance, demand and risk. Following the transition in 2026/27 from the time limited Transformation Programme to a Continuous Improvement model, improvement activity is now embedded within Directorate operations and supported through the Council's performance management framework.

The key objectives of the 2027/28 budget and MTFP are to:

- Set a balanced budget and sustainable General Fund revenue budget.
- Deliver a balanced MTFP based on robust and realistic assumptions.
- Maintain alignment with the Reserves Policy, ensuring adequate General Fund balances and sufficient earmarked reserves to support financial resilience.
- Align resources to Council Plan outcomes, statutory requirements and Best Value principles
- Embed a culture of continuous improvement to support ongoing enhancement of services and financial performance

4.48 The budget strategy will be delivered through the Council's PFMF and Continuous Improvement model, with focus on the following priorities:

- Integrated management of performance, finance and risk supported by regular monitoring and challenge through established governance arrangements (including Budget Holder meetings, Directorate reviews and Performance and budget Clinics).
- Continuous improvement and service optimisation, ensuring services are delivered efficiently and outcomes are improved through embedded, Director led activity.
- Improved demand and costs management, strengthening forecasting and financial planning through better use of data and modelling.
- Demand management and prevention, reducing pressures on high-cost statutory services.
- Prioritisation of resources, ensuring services remain aligned to the Council Plan outcomes and are affordable within available resources.
- Effective management of assets and capital resources, supporting service delivery and longer-term financial sustainability.
- Income maximisation, including optimisation of fees and charges and debt recovery.
- Strong financial control and governance including fraud prevention and compliance with financial regulations.

4.49 Resource allocation within the MTFP will be informed by strategic priorities, the data generated through the PFMF, and the requirement to maintain financial resilience in line with the Reserves Policy.

In determining priorities, the Council will apply the following principles.

- Supporting sustainable Council Tax funding decisions.
- Addressing demand-led and inflationary pressures, particularly within statutory services.
- Ensuring budgets are aligned to underlying demand and cost drivers

- Reviewing and resolving unachievable of high-risk savings assumptions
- Prioritising investment aligned to Council Plan outcomes, where affordable.

All decisions will reflect the need to maintain adequate reserves and ensure that ongoing expenditure is supported by sustainable funding with reserves used appropriately to manage risk and support financial stability.

4.50 The 2027/28 budget and MTFP will be developed through established governance arrangements, ensuring robust challenge, transparency and Member engagement.

This will include

- Oversight through Policy Development Group, Financial Resilience Working Group, and Performance and Budget Clinics.
- Regular engagement with the Mayor and Executive.
- Structured briefings for all Elected Members at key stages.
- Formal reporting of draft and final proposals to Executive and Full Council.

This approach ensures that the budget is developed on clear evidence based, aligned to strategic priorities and supports a sustainable financial position over the medium term.

### **Budget Development Timetable**

4.51 It is proposed that the Council adopts the following key activities and timetable summarised in Table 1 and Table 2 and detailed in Appendix 1, so that suitable proposals for the MTFP 2027/28 to 2030/31 can be published for public consultation in December 2026 before final decisions are made by Council in February 2027.

**Table 1 – Proposed Budget Setting and Medium-Term Financial Planning (MTFP) Governance Arrangements – Key Activities.**

| <b>Key Activity</b>                              | <b>Frequency / Period</b>             | <b>Lead</b>       |
|--------------------------------------------------|---------------------------------------|-------------------|
| Policy Development Group (PDG)                   | Fortnightly                           | S151 Officer      |
| Financial Resilience Working Group               | Monthly                               | S151 Officer      |
| All Member Updates                               | As Specified                          | S151 Officer      |
| All Revenue and Capital bids in relation to MTFP | <b>30<sup>th</sup> September 2026</b> | Service Directors |

**Table 2 – Proposed Budget Setting and Medium-Term Financial Planning (MTFP) – Annual Cycle**

| <b>Date</b>               | <b>Responsible</b>                          | <b>Activity</b>                                                                                      |
|---------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------|
| July 2026 – January 2027  | Executive Member for Finance / S151 Officer | Cross Party Engagement and Oversight, including Monthly Financial Resilience Working Group meetings. |
| June 2026 – November 2026 | LMT / Executive                             | Development of budget proposals – Fortnightly PDG                                                    |

|                                                                |                                    |                                                                                                                                                                                               |
|----------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| July 2026                                                      | Elected Mayor / S151 Officer       | All Elected Members Briefing – Budget timetable and approach                                                                                                                                  |
| 31 <sup>st</sup> July 2026                                     | LMT / Executive                    | Revenue - High level submissions for consideration and potential inclusion in the Medium-Term Financial Plan (MTFP)                                                                           |
| 31 <sup>st</sup> July 2026                                     | LMT / Executive                    | Capital - High level proposals to be submitted for early consideration, prioritisation, and alignment with emerging MTFP and capital strategy assumptions                                     |
| 7 <sup>th</sup> October 2026                                   | Executive                          | Executive Report – 2027/28 budget and Medium-Term Financial Plan (MTFP) 2027/28 to 2030/31 Update                                                                                             |
| October 2026                                                   | Elected Mayor / S151 Officer       | All Elected Members Briefing – MTFP update and 2027/28 budget development                                                                                                                     |
| 30 <sup>th</sup> September 2026                                | LMT / Executive                    | Revenue - Detailed submissions, including full financial workings and supporting evidence                                                                                                     |
| 30 <sup>th</sup> September 2026                                | LMT / Executive                    | Detailed capital submission including full financial appraisals, funding sources, deliverability, and risk assessments, to be submitted via Finance Business Partners using agreed templates. |
| October 2026 (subject to confirmation)                         | Finance                            | Local Government Finance Policy Statement (Published by Government)                                                                                                                           |
| 11 <sup>th</sup> November 2026                                 | Executive                          | Approval of Council Tax Base for 2027/28                                                                                                                                                      |
| 9 <sup>th</sup> December 2026                                  | Executive                          | Executive Report- 2027/28 Draft Budget Report and MTFP to 2030/31                                                                                                                             |
| 10 <sup>th</sup> December 2026 – 14 <sup>th</sup> January 2027 | Finance                            | Budget consultations period with public, political groups, OSB, Business community and other stakeholders                                                                                     |
| December 2026                                                  | Elected Mayor / S151 Officer       | All Elected Members Briefing – 2027/28 Draft Budget Proposals                                                                                                                                 |
| Late December 2026 (date subject to confirmation)              | Finance                            | Consider Provisional Local Government Finance Settlement and effect on budget proposals                                                                                                       |
| January 2027                                                   | Elected Mayor / S151 Officer / LMT | Amend budget proposals considering consultation, feedback, updated officer advise and consider any alternative budget proposals.                                                              |
| Late January 2027 / early February 2027                        | Elected Mayor / S151 Officer       | All Elected Member Briefing – 2027/28 Budget Proposals                                                                                                                                        |
| Early February 2027 (date subject to confirmation)             | Finance                            | Consider Final Local Government Finance Settlement                                                                                                                                            |

|                                |           |                                                                                                                                      |
|--------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------|
| 3rd February 2027              | Executive | Executive Report – 2027/28 Revenue Budget, 2027/28 Council Tax, revised MTFP to 2030/31, and Capital Strategy 2027/28                |
| 24 <sup>th</sup> February 2027 | Council   | Full Council – to consider and set 2027/28 Revenue Budget, 2027/28 Council Tax, revised MTFP to 2030/31 and Capital Strategy 2027/28 |

**Member engagement in developing the budget and MTFP**

4.52 The annual budget financial planning cycle requires a collaborative and co-ordinated approach by all elected members and officers in order to achieve a balanced budget and MTFP and ensure the financial sustainability of the Council. As outlined above in Tables 1 and 2, briefings for all elected members will be arranged at various points of the process to ensure that key issues are understood. The Financial Resilience Working Group (FRWG) comprising cross party membership representation will be re-established and will play a key role in the budget setting process. The first meeting will be held in July, and these will run through to the end of January.

**5. Ward Member Engagement if relevant and appropriate**

5.1 As detailed in paragraph 4.52 all elected members, including ward members, have a role to play in the budget setting process.

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

6.1 The Council is required by law to set a balanced budget and to operate robust and meaningful financial planning arrangements and this report sets out the development process and timeline for achieving that objective. Therefore, no other options are feasible

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

| <b>Topic</b>                       | <b>Impact</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value) | <p>This report represents the first step in a budget process that will continue over the coming months with further detailed consideration of the outcomes being evaluated prior to the Executive considering and approving a draft budget for public consultation in December 2026.</p> <p>The budget process will culminate in the Chief Finance Officer’s (S151 Officer) assessment of the robustness of the proposed budget and adequacy of reserves statement contained within the final report presented to Executive and Council in February 2027, followed by approval of the Budget, MTFP, Capital Programme, Treasury Management Strategy and annual Council Tax by Council.</p> |
| Procurement                        | There are no direct procurement implications from this report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Legal</p> | <p>The Council is required under legislation to set a balanced budget for each year. The Medium-Term Financial Plan and revenue and capital budgets form part of the Council’s policy framework, as set out in its constitution. The approach outlined within the document will enable the Council to operate within the resources available and continue to meet its many statutory duties.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Risk</p>  | <p>The S151 Officer is required to provide statutory advice to the Council on the robustness of the budget estimates and adequacy of reserves, as such, an assurance was provided to Full Council at the time it set the 2026/27 budget it had been reasonably based on the best available information and assumptions.</p> <p>Maintaining strong financial governance and continuing to build and protect reserves is critical to the Council’s financial sustainability. However, the continued uncertainty within the wider economic environment over the short to medium term presents a significant risk to the Authority, as evidenced by the financial pressures reflected in the 2025/26 outturn position.</p> <p>It is therefore essential that Directors, in consultation with Executive Members, maintain a strong focus on proactive budget management and control, ensuring expenditure is contained within the approved budget for 2026/27. This includes a continued emphasis on identifying opportunities to mitigate in-year pressures, avoiding overspends and, where possible, strengthening the Council’s reserve position to improve financial resilience.</p> <p>Any overspend arising in the year will place additional pressure on the 2026/27 budget and the Medium-Term Financial Plan (MTFP) to 2030/31, reducing financial flexibility and increasing the requirement for further savings or use of reserves.</p> <p>The development of the Council’s MTFP is periodically reviewed and will build upon projections for the current period and beyond as further details and analysis become available. Throughout the budget process a range of different options will be considered including various levels of council tax, investment, expenditure reductions and income generation proposals. These will be regularly reported and thoroughly considered as part of an iterative process involving LMT, the Elected Mayor, Executive Members and briefings to all elected members. Impact assessments will be considered before final decisions are taken on whether to implement each proposal.</p> |

|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Human Rights, Public Sector Equality Duty and Community Cohesion</p> | <p>The Council must ensure that, in line with the Public Sector Equality Duty, that any budget saving proposals, other budget proposals, or proposed Council Tax increases thought to impact on those with protected characteristics are assessed, mitigated where possible and/or justified. As such impact assessments for any savings proposals will be undertaken as part of the budget process and included as part of the budget report to Council in February 2027.</p> <p>The Public Sector Equality Duty (PSED) (as set out in the Equality Act 2010) places a statutory duty on the Council in exercising its functions, to have regard to the need to:</p> <ul style="list-style-type: none"> <li>• eliminate discrimination, harassment and victimisation;</li> <li>• advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and</li> <li>• foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> <li>• advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:             <ul style="list-style-type: none"> <li>- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;</li> <li>- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and</li> <li>- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.</li> </ul> </li> </ul> <p>The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Where proposed decisions may be relevant to one or more of these protected characteristics, the Council is obliged to assess the impact. If there is judged to be an adverse impact on these</p> |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                       |                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                       | characteristics that is relevant to the duty above steps are taken to consider whether it can be avoided or mitigated. Where it cannot be avoided or mitigated, a decision can only be taken if it can be justified. |
| Reducing Poverty                                                      | The proposed recommendations in this report do not directly impact on Reducing Poverty.                                                                                                                              |
| Climate Change / Environmental                                        | The proposed recommendations in this report do not directly impact on Climate Change/Environmental issues.                                                                                                           |
| Children and Young People Cared for by the Authority and Care Leavers | The proposed recommendations in this report do not directly impact on Children and Young People Cared for by the Authority and Care Leavers.                                                                         |
| Data Protection                                                       | The proposed recommendations in this report do not directly impact on Data Protection issues.                                                                                                                        |

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

| Action                                                                                                                                                                                                                                                                                                                       | Responsible Officer                                  | Deadline   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------|
| Leadership Management Team (LMT) in consultation with Executive Members to develop detailed service plans and budget proposals in accordance with the Council's priorities and Budget Strategy (4.46 to 4.50), informed by the Performance and Financial Management Framework (PFMF) and updated MTFP assumptions and risks. | Leadership Management Team (LMT) / Executive Members | 30/09/2026 |

### Appendices

|   |                                                    |
|---|----------------------------------------------------|
| 1 | 2027/28 Budget Setting – Detailed Budget Timetable |
|---|----------------------------------------------------|

### Background papers

| Body      | Report title                                                               | Date       |
|-----------|----------------------------------------------------------------------------|------------|
| Executive | 2026/27 Revenue Budget, Medium Term Financial Plan and Council Tax Setting | 04/02/2026 |
| Council   | 2026/27 Revenue Budget Medium Term Financial Plan and Council Tax Setting  | 18/02/2026 |
| Executive | 2025/26 Revenue and Capital Year End Outturn                               | 10/06/2026 |

**Contact:** Helen Dalby  
**Email:** [Helen\\_Dalby@middlesbrough.gov.uk](mailto:Helen_Dalby@middlesbrough.gov.uk)

## 2027/28 BUDGET SETTING - DETAILED BUDGET TIMETABLE

### 2027/28 Budget & Medium Term Financial Plan (MTFP) (includes budget proposals and consultation process)

|                                                                                                                                                                                               |                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Internal Review of MTFP                                                                                                                                                                       | June 2026 - August 2026                            |
| Cross Party Engagement and Oversight, including Monthly Financial Resilience Working Group meetings.                                                                                          | July 2026 - January 2027                           |
| Development of budget proposals - Fortnightly Policy Development Group (PDG)                                                                                                                  | June 2026 - November 2026                          |
| All Elected Member Briefing - MTFP Update and 2027/28 Budget Development approach and timetable.                                                                                              | July 2026                                          |
| Revenue - High level submissions for consideration and potential inclusion in the Medium-Term Financial Plan (MTFP)                                                                           | 31 July 2026                                       |
| Capital - High level proposals to be submitted for early consideration, prioritisation, and alignment with emerging MTFP and capital strategy assumptions                                     | 31 July 2026                                       |
| Executive agenda circulation                                                                                                                                                                  | 29 September 2026                                  |
| Revenue - Detailed submissions, including full financial workings and supporting evidence                                                                                                     | 30 September 2026                                  |
| Detailed capital submission including full financial appraisals, funding sources, deliverability, and risk assessments, to be submitted via Finance Business Partners using agreed templates. | 30 September 2026                                  |
| <b>Executive - 2027/28 Budget and Medium-Term Financial Plan (MTFP) 2027/28 to 2030/31 Update</b>                                                                                             | <b>7 October 2026</b>                              |
| All Elected Member Briefing - 2027/28 Budget and Medium-Term Plan (MTFP) 2027/28 to 2030/31 Update                                                                                            | October 2026                                       |
| Local Government Finance Policy Statement (Published by Government)                                                                                                                           | October 2026 (subject to confirmation)             |
| Executive agenda circulation                                                                                                                                                                  | 3 November 2026                                    |
| <b>Executive - Approval of Council Tax Base for 2027/28</b>                                                                                                                                   | <b>11 November 2026</b>                            |
| Executive – draft budget proposals agenda circulation                                                                                                                                         | 1 December 2026                                    |
| All Elected Member Briefing - draft budget proposals                                                                                                                                          | 1 December 2026                                    |
| <b>Executive – 2027/28 Draft Budget and Medium-Term Financial Plan (MTFP) 2027/28 to 2020/31</b>                                                                                              | <b>9 December 2026</b>                             |
| Budget consultations period with public, political groups, OSB, Business community and other stakeholders                                                                                     | 10 December 2026 - 14 January 2027                 |
| All Elected Members Briefing – 2027/28 Draft Budget Proposals                                                                                                                                 | December 2026                                      |
| Consider Provisional 2027/28 Local Government Finance Settlement and effect on budget proposals                                                                                               | Late December 2026 (date subject to confirmation)  |
| Amend budget proposals considering consultation, feedback, updated officer advise and consider any alternative budget proposals.                                                              | January 2027                                       |
| All Elected Member Briefing – 2027/28 Budget Proposals                                                                                                                                        | Late January 2027 / early February 2027            |
| Consider Final 2027/28 Local Government Finance Settlement                                                                                                                                    | Early February 2027 (date subject to confirmation) |
| Executive agenda circulation                                                                                                                                                                  | 26 January 2027                                    |
| <b>Executive Report – 2027/28 Revenue Budget, 2027/28 Council Tax, revised MTFP to 2030/31 and Capital Strategy 2027/28</b>                                                                   | <b>3 February 2027</b>                             |
| Full Council agenda circulation                                                                                                                                                               | 16 February 2027                                   |
| <b>Full Council – to consider and set 2027/28 Revenue Budget, 2027/28 Council Tax, revised MTFP to 2030/31 and Capital Strategy 2027/28</b>                                                   | <b>24 February 2027</b>                            |
| Full Council (reserve budget setting)                                                                                                                                                         | 10 March 2027                                      |

### Consultation on 2027/28 budget proposals and MTFP

|                                       |               |
|---------------------------------------|---------------|
| Political parties / members briefings | December 2026 |
| Public Consultation Meetings          | December 2026 |
| Overview and Scrutiny Board           | December 2026 |
| Chamber of Commerce consultation      | December 2026 |

### 2027/28 Council Tax Base

|                              |                         |
|------------------------------|-------------------------|
| Executive agenda circulation | 3 November 2026         |
| <b>Executive</b>             | <b>11 November 2026</b> |

### MEMBER ENGAGEMENT

|                                                            |                                                                                                                                                              |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All Member Briefings                                       | July 2026 (MTFP Update & Budget development approach & timetable)<br>September (MTFP Update)<br>December 2026 (Draft Budget)<br>February 2027 (Final Budget) |
| Policy Development Group                                   | Every 2 weeks starting June 2026                                                                                                                             |
| Financial Resilience Working Group (all political parties) | Monthly July - January 2027 (exact dates TBC)                                                                                                                |

This page is intentionally left blank

|                              |                                                                                    |
|------------------------------|------------------------------------------------------------------------------------|
| <b>MIDDLESBROUGH COUNCIL</b> |  |
|------------------------------|------------------------------------------------------------------------------------|

|                                   |                                                                      |
|-----------------------------------|----------------------------------------------------------------------|
| <b>Report of:</b>                 | Corporate Director of Finance (S151 Officer), Andrew Humble          |
| <b>Relevant Executive Member:</b> | Executive Member for Finance, Cllr Nicky Walker                      |
| <b>Submitted to:</b>              | Executive                                                            |
| <b>Date:</b>                      | 8 July 2026                                                          |
| <b>Title:</b>                     | Prudential Indicators & Treasury Management Outturn Report – 2025/26 |
| <b>Report for:</b>                | Information                                                          |
| <b>Status:</b>                    | Public                                                               |
| <b>Council Plan priority:</b>     | Delivering Best Value                                                |
| <b>Key decision:</b>              | No                                                                   |
| <b>Why:</b>                       | Report is for information only                                       |
| <b>Subject to call in?</b>        | No                                                                   |
| <b>Why:</b>                       | Report is for information only                                       |

|                                                                                                                                                                                                                                                                                                                                                                                     |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Proposed decision(s)</b>                                                                                                                                                                                                                                                                                                                                                         |  |
| That the Executive:                                                                                                                                                                                                                                                                                                                                                                 |  |
| <ul style="list-style-type: none"> <li>• Note the Prudential Indicators for 2025/26 as the Council's year-end position in relation to capital finance activities and overall indebtedness. (Tables 1- 5)</li> <li>• Note the performance of the treasury management function against the Council's approved Treasury Management Strategy for 2025/26. (Para 4.33 – 4.38)</li> </ul> |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive summary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Similar to the majority of other local authorities Middlesbrough Council borrows money in order to finance its capital programme and also at times to fund its day to day cashflow. It does not borrow money to fund its revenue budget. The Council is not an outlier compared to other local authorities in terms of the level of total debt it has.</p> <p>The Council is required to approve annually a Treasury Management Strategy and a set of Prudential Indicators, which self-regulate the level of capital financing activities of the Council and the affordability of the capital programme. These need to be set on an</p> |

annual basis to comply with the Local Government Act 2003 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Codes of Practice on Capital Finance and Treasury Management.

The Treasury Management Strategy is important from both a financial and governance perspective, as it sets the framework within which the council manages its borrowing and investments, how it delivers these services, and how it controls the risks attached to related decisions. It also sets out the parameters and criteria that govern the day-to-day cashflow management activity and how these impact on the medium to long term financial planning. These include achieving value for money from any borrowing undertaken, managing risk, and protecting any resources that have been invested.

The Prudential Indicators are an integral part of the CIPFA Capital Finance Code and demonstrate whether the capital programme is affordable, sustainable, and prudent.

The report sets out the year-end outturn results for the 2025/26 financial year against the Treasury Management Strategy approved by Council on 19 February 2025 and gives an analysis of the results achieved. The following is a summary of the key points of the report:

- No prudential or treasury management indicators agreed as part of the Treasury Management Strategy for 2025/26 were breached during the financial year.
- The amount of borrowing required during the year was lower than planned at £12.665m as against £17.085m in the original budget for the year due to slippage on capital schemes into future years.
- The Council's need to borrow, or Capital Financing Requirement (CFR) is £307.810m on 31 March 2026.
- The Council is 'under borrowed' by £27.221m or 8.8% at the financial year end. This means that it is using its internal cash balances rather than borrowing externally for some of its capital assets.
- The Council's total external debt is therefore £280.589m (£307.810m CFR less £27.221m) on 31 March 2026. This is in line with the practice adopted by most other local authorities and avoids the cost of carrying of any unnecessary external debt against the overall cashflow need for the Council and makes savings against the revenue budget.
- All cash investments have been made in line with the Council's credit worthiness criteria, generally with either central government or other local authorities.
- The net annual revenue cost of financing the Council's current and historic debt, less income from its historic commercial investments and on cash balances is £11.954m or 8.3% of the net revenue budget for 2025/26.

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

1.1 This report provides important information regarding the regulation and management of the Council’s borrowing, investments, and cash-flow for the 2025/26 financial year. It is a requirement of the Council’s reporting procedures under the CIPFA Treasury Management Code of Practice, and by regulations issued under the Local Government Act 2003, to produce an annual review that covers the treasury activity and compares the performance against the original Treasury Management Strategy for 2025/26 approved by the Council on 19 February 2025. It should be read in conjunction with the Council’s revenue and capital outturn report for 2025/26 presented to Executive on 10 June 2026, both of which have a significant impact on treasury arrangements.

1.2 The report also provides the Prudential Indicators results for 2025/26 in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Capital Finance, which is best practice in terms of governance in this area.

| Our ambitions                          | Summary of how this report will support delivery of these ambitions and the underpinning aims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | The annual Treasury Management Strategy underpins both the revenue budget and capital programme for the Council for each financial year; by ensuring it has sufficient liquidity in place for all services to operate. As a result, it supports all the ambitions within the Council Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>A healthy Place</b>                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Safe and resilient communities</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Delivering best value</b>           | In addition to the above, the Treasury Management Strategy contributes to delivering best value for the Council by ensuring that a framework for good governance is in place for all borrowing and investment decisions made. This means that borrowing is taken over periods that are consistent with the life of any capital assets purchased, and that appropriate provision is made in the annual revenue budget and medium-term financial plan for the associated capital financing costs. That the risks of any borrowing or debt refinancing undertaken are supported by fit for purpose business cases. Also, any investment decisions on cash balances are made with reference to the implications of security, liquidity and yield in relation to the principal sums invested. |

## 2. Recommendations

2.1 That the Executive:

- Note the Prudential Indicators for 2025/26 as the Council’s year-end position in relation to capital finance activities and overall indebtedness. (Tables 1- 5)
- Note the performance of the treasury management function against the Council’s approved Treasury Management Strategy for 2025/26. (Para 4.33 – 4.38)

### **3. Rationale for the recommended decision(s)**

3.1 The recommendations above will fulfil the following for the local authority:

- Compliance with the CIPFA Prudential Code for Capital Finance for local authorities.
- Compliance with the CIPFA Treasury Management Code for local authorities.
- Compliance with the Local Government Act 2003 Section 1 in relation to borrowing.

### **4. Background and relevant information**

4.1 The Council's Treasury Management Strategy for 2025/26 (including Prudential Indicators) was approved at the annual budget setting meeting on 19 February 2025. The Council both borrows and invests substantial sums of money to provide liquidity for its revenue and capital plans, and is therefore exposed to various financial risks, including the potential loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Treasury Management Strategy each year.

4.2 The Council is a net borrower overall. The borrowing required to fund its capital programme is significantly higher than its normal cash balances that are available for investment purposes. As a result, the timing of capital financing decisions has a significant impact on the overall treasury strategy within the Council and how risk is managed.

4.3 The structure of this report to assess performance against the 2025/26 approved treasury strategy is as follows:

- Capital expenditure and financing for 2025/26.
- The Council's overall borrowing need.
- Prudential Indicators and any compliance issues.
- Treasury position on 31 March 2026.
- The economic background for the 2025/26 financial year.
- A summary of the Treasury Management Strategy approved for 2025/26.
- Treasury Management activity and compliance during 2025/26.

#### Capital Expenditure and Financing 2025/26

4.4 The Council undertakes capital expenditure on long term assets, which can be financed as follows:

- immediately during the year of incurring the expenditure, through capital receipts, capital grants, contributions, or from revenue resources.
- if insufficient financing is available, prudential borrowing can be used to spread these costs over future financial years.

4.5 Part of the Council's treasury activities is to address this borrowing need, either through borrowing from external bodies – predominantly the Public Works Loan Board (PWLB), other banks and financial institutions, or by utilising temporary cash resources within the Council (internal borrowing). The wider treasury activities also include

managing the day-to-day cash flow position, its previous borrowing activities, and the investment of surplus funds from cash balances that are not required immediately. These activities are structured to manage risk foremost and then optimise performance where appropriate.

- 4.6 Capital Expenditure forms one of the prudential indicators that are used to regulate treasury activity. Table 1 shows total capital expenditure and how this was financed, compared with what was expected to be spent and how this would have been financed. Further information on the capital variances at directorate level can be found in the 2025/26 revenue and capital outturn report, but this predominantly relates to capital schemes that have not yet been delivered or grants received in advance of need.

**Table 1: Capital expenditure and financing in £ millions**

|                                          | 2024/25<br>actual | 2025/26<br>original<br>budget | 2025/26<br>actual | 2025/26<br>Variance<br>to original<br>budget | 2026/27<br>original<br>budget | 2027/28<br>original<br>budget | 2028/29<br>original<br>budget | 2029/30<br>original<br>budget |
|------------------------------------------|-------------------|-------------------------------|-------------------|----------------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Prudential Borrowing                     | 11.572            | 16.935                        | 12.602            | (4.333)                                      | 30.860                        | 22.038                        | 11.475                        | 9.605                         |
| Borrowing due to leasing                 | 0.771             | 0.150                         | 0.063             | (0.087)                                      | 0.150                         | 0.087                         | -                             | -                             |
| EFS Capital Receipts                     | 2.443             | -                             | -                 | -                                            | -                             | -                             | -                             | -                             |
| Capital Receipts for Investment Strategy | 6.000             | 6.000                         | 6.000             | -                                            | 11.960                        | 16.060                        | 14.231                        | 12.878                        |
| Flexible Use of Capital Receipts         | 4.447             | 7.500                         | 5.659             | (1.841)                                      | 5.272                         | 1.472                         | -                             | -                             |
| Grants                                   | 31.693            | 43.230                        | 26.858            | (16.372)                                     | 37.106                        | 6.933                         | 1.078                         | 1.000                         |
| Contributions                            | 0.237             | 0.983                         | 5.295             | 4.312                                        | 6.472                         | 5.915                         | 4.113                         | -                             |
| <b>TOTAL</b>                             | <b>57.163</b>     | <b>74.798</b>                 | <b>56.477</b>     | <b>(18.321)</b>                              | <b>91.820</b>                 | <b>52.505</b>                 | <b>30.897</b>                 | <b>23.483</b>                 |

### The Council's overall borrowing requirement

- 4.7 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). The CFR results from the capital activity of the Council and resources used to pay for the capital expenditure over time. It represents 2025/26 and prior years' net capital expenditure which has not yet been paid for by revenue, capital receipts or other external resources and therefore must be met from borrowing.
- 4.8 The CFR will normally be a combination of external borrowing (from third parties in the form of loan arrangements) or from internal borrowing (from the council's own unapplied revenue and capital resources). External borrowing incurs both principal and interest costs as part of the Council's capital financing budget. Internal borrowing is from the Council's own cash resources and has an opportunity cost in that the cash is spent on capital activities, rather than invested.

4.9 Part of the Council's treasury role is to meet the funding requirements for this borrowing need. Depending on the funding requirements of the capital programme, the treasury team organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the government, through the Public Loans Works Board (PWLB), or the money markets).

4.10 The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory guidance is in place to ensure that capital expenditure is broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a principal loan repayment of the long-term borrowing need from the revenue budget.

4.11 The Council's capital financing requirement (CFR) for the year is shown in Table 2 and represents a key prudential indicator for the Council. The CFR outturn for 2025/26 is £307.810m which is £4.573m lower than forecast at Quarter 3 due to a decrease in the borrowing requirement for the year, due to slippage on the capital programme.

**Table 2: change in the Capital Financing Requirement 2025/26 - in £ millions**

|                                                |  |                |
|------------------------------------------------|--|----------------|
| <b>Opening CFR at 1 April 2025</b>             |  | <b>300.041</b> |
| Add: Capital expenditure financed by borrowing |  | 12.665         |
| Less: Minimum Revenue Provision                |  | (4.896)        |
| Less: Other adjustments                        |  | (0.000)        |
| <b>Closing CFR at 31 March 2026</b>            |  | <b>307.810</b> |
|                                                |  |                |
| <b>Forecast CFR at Q3 2025/26</b>              |  | <b>312.383</b> |

#### Treasury Position for 2025/26

4.12 Whilst the measure of the Council's underlying need to borrow is the CFR, the Corporate Director of Finance can manage the Council's actual borrowing position by:

- borrowing to the CFR level; or
- choosing to utilise some temporary cash flows instead of borrowing ("under borrowing").

4.13 Most local authorities have a degree of under borrowing within their CFR at present. This tends to be in the range of 10% - 15% of the total CFR. This means that external debt is lower than the need to borrow and other resources available have been used to bridge the gap. This strategy has been common within local government as part of an approach to generating revenue savings, in relation to annual capital financing costs, by deferring external borrowing to a later point in time driven by cash flow needs.

4.14 The Council's treasury management debt and investment position is organised by the corporate finance team to ensure that there is adequate liquidity for revenue and capital activities, security for investments, and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting and through officer activity detailed in the Council's Treasury Management Practices.

4.15 A summary of outstanding balances is shown below.

**Table 3 – summary of borrowing and investments**

| <i>Treasury Position</i>       | 2024/25<br>Principal<br>(£m) | Average<br>Rate<br>(%) | 2025/26<br>Principal<br>(£m) | Average<br>Rate<br>% |
|--------------------------------|------------------------------|------------------------|------------------------------|----------------------|
| Public Works Loan Board (PWLB) | 225.604                      | 3.76                   | 246.092                      | 3.88                 |
| Banks                          | 13.000                       | 6.83                   | 13.000                       | 6.83                 |
| Other loans                    | 14.838                       | 3.82                   | 21.497                       | 3.91                 |
| <b>Total Debt</b>              | <b>253.442</b>               | <b>3.92</b>            | <b>280.589</b>               | <b>4.02</b>          |
| Cash Investments               | (21.555)                     | 4.45                   | (9.053)                      | 3.86                 |
| <b>Net Debt</b>                | <b>231.887</b>               |                        | <b>271.536</b>               |                      |

4.16 Just under 88% of the Council's total debt is with central government via the PWLB on 31 March 2026. These loans vary in length from between 5 – 45 years and in essence match the lives of the capital assets they are financing. Most of the bank debt was taken out in the early 2000's when interest rates were higher, but these options were more attractive than borrowing from central government at the time. Due to the terms and conditions on these loans, there is no option to refinance them in the short term.

4.17 The other loans represent short-term borrowing from other local authorities. At times the Council will need cash liquidity to finance its revenue and capital commitments but interest rates for long term borrowing are not in line with the overall treasury strategy. In these cases, it is better value to finance this cash need over short periods of time, normally 1-3 months, even if interest rates are higher at that point. This allows the Council time to monitor market rates on long term debt for temporary reductions in rates caused by fluctuations in economic data and government policy.

4.18 Cash investments are temporary surpluses in liquidity that are either invested with central government via the Debt Management Office or with other local authorities with a cash need. Approximately £1.100m in interest was earned during 2025/26 on these balances.

4.19 The Council's total debt outstanding on 31st March 2026 was £280.589m. The Council's revised CFR position was estimated to be £312.383m at Quarter 3. However, the actual out turn position was £307.810m. When comparing this to our actual borrowing, this meant that the Council was "under borrowed" by £27.221m or 8.8%.

4.20 This "under borrowed" amount was financed by internal borrowing from cash balances which means that the amount that could have been invested externally was reduced to cover this. The reduced under borrowed position has the dual effect of reducing revenue costs incurred by the General Fund budget because borrowing costs are generally greater than investment returns. It also reduces counterparty risk by reducing our exposure to the inherent risks that exist in commercial banks and other financial institutions.

4.21 **Gross Borrowing and the CFR** – in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2024/25) plus the estimates of any additional capital financing requirement for the current (2025/26) and next two financial years (to 2027/28). This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs, if required. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator as debt levels continue to be lower than needed.

**Table 4 – Gross Borrowing to Capital Financing Requirement comparison in millions**

|                               | 2024/25<br>Actual | 2025/26<br>Original<br>Budget | 2025/26<br>Actual | 2026/27<br>Budget | 2027/28<br>Budget | 2028/29<br>Budget | 2029/30<br>Budget |
|-------------------------------|-------------------|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Gross External Borrowing      | 253.442           | 292.388                       | 280.589           | 326.028           | 347.623           | 350.651           | 351.233           |
| Capital Financing Requirement | 300.041           | 310.197                       | 307.810           | 333.755           | 350.350           | 355.651           | 358.733           |
| <b>(Under)/Over borrowing</b> | <b>(46.599)</b>   | <b>(17.809)</b>               | <b>(27.221)</b>   | <b>(7.727)</b>    | <b>(2.727)</b>    | <b>(5.000)</b>    | <b>(7.500)</b>    |
| % of CFR                      | 15.5              | 5.7                           | 8.8               | 2.3               | 0.8               | 1.4               | 2.1               |

4.22 **The Authorised Limit** – The Authorised Limit is the "Affordable Borrowing Limit" required by section 3 of the Local Government Act 2003. The Council does not have power to borrow above this level.

4.23 **The Operational Boundary** – The Operational Boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the Boundary are both acceptable, subject to the Authorised Limit not being breached.

4.24 **Actual financing costs as a proportion of net revenue expenditure** - This identifies the trend in the revenue cost of capital (borrowing and other long term obligation costs net of investment income) as a proportion of the Council's net revenue budget. The actual for this indicator has risen from the previous year due to an increase in the Capital Financing costs outturn.

**Table 5 – Key Prudential Indicators Summary**

|                                                 | <b>2024/25<br/>actual</b> | <b>2025/26<br/>actual</b> | <b>2026/27<br/>forecast</b> | <b>2027/28<br/>forecast</b> | <b>2028/29<br/>forecast</b> | <b>2029/30<br/>forecast</b> |
|-------------------------------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Authorised Limit (£m)                           | 318.000                   | <b>331.000</b>            | 354.000                     | 371.000                     | 376.000                     | 379.000                     |
| Operational Boundary (£m)                       | 308.000                   | <b>321.000</b>            | 344.000                     | 361.000                     | 366.000                     | 369.000                     |
| Capital Financing Requirement (£m)              | 300.041                   | <b>307.810</b>            | 333.755                     | 350.350                     | 355.651                     | 358.733                     |
| Current forecast - capital financing costs (£m) | 11.405                    | <b>11.954</b>             | 14.151                      | 16.022                      | 16.769                      | 17.396                      |
| Net Revenue Budget (£m)                         | 143.190                   | <b>143.304</b>            | 200.840                     | 225.265                     | 241.231                     | 250.017                     |
| Proportion of net revenue budget (%)            | 8.0%                      | <b>8.3%</b>               | 7.0%                        | 7.1%                        | 7.0%                        | 7.0%                        |

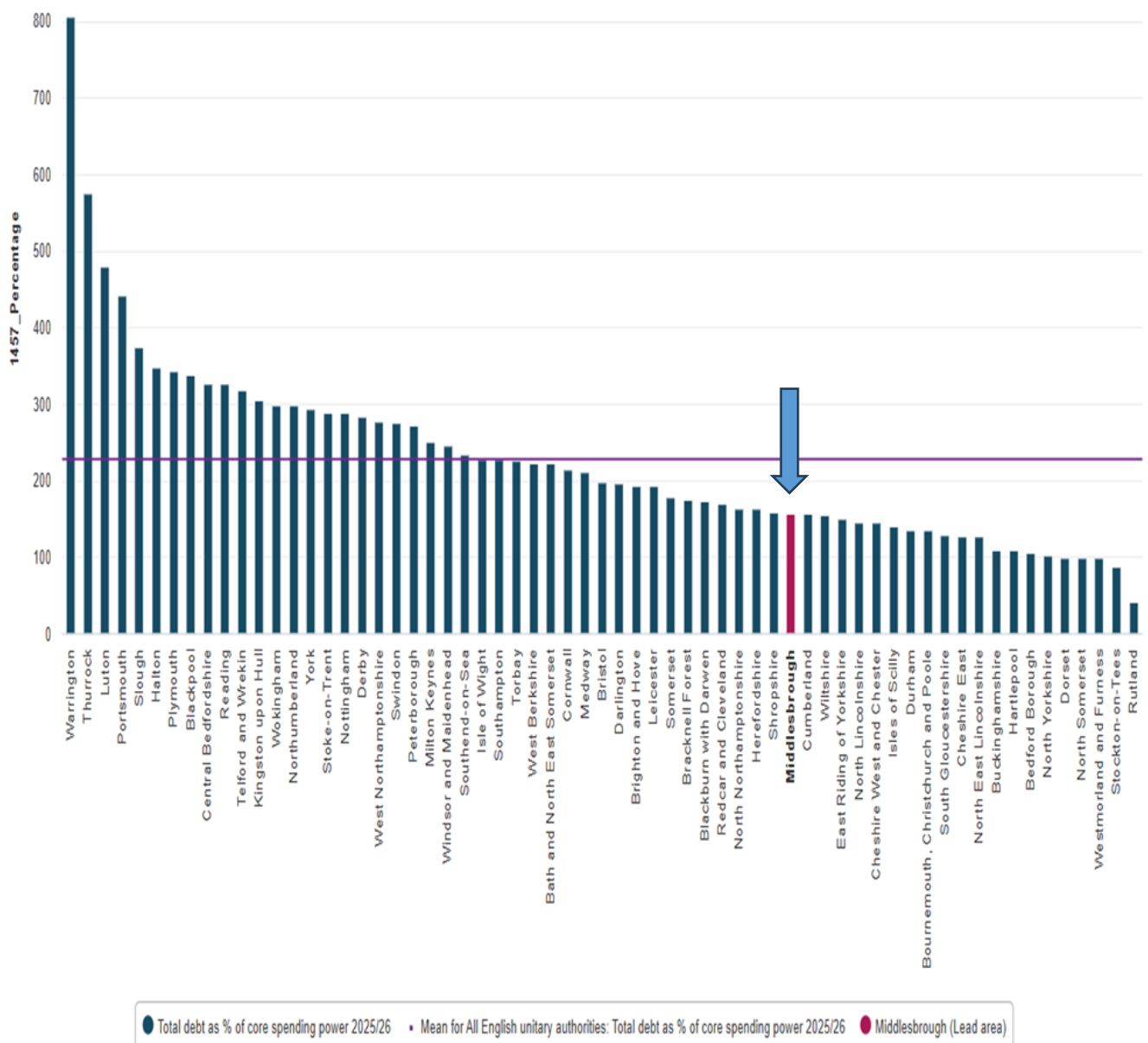
4.25 Due to the very long-term nature of capital expenditure and its financing, the revenue budget implications of this expenditure incurred in the next few years could extend for up to some 50 years into the future.

4.26 The figures in the table above have remained at lower levels when debt for the Council has been increasing. Members should be aware that this is because of the various capital investments in commercial property made by the Council over the last few years for regeneration purposes. This results in around £2.6m of income per year off setting the total capital financing cost by the end of the 2026/27 financial year.

4.27 Whilst the Council is not an outlier in terms of its level of total debt (see Graph 1 below), it was previously reaching the limit of its revenue affordability on borrowing to fund its future capital investment. Changes to the 2026/27 Local Government Finance Settlement and how the net revenue budget have been calculated have changed significantly with the Fair Funding Review 2.0 and the figures prior to this are not exactly comparable with those going forward. This is because the net budget of local authorities has increased substantially from 2026/27 due to the consolidation of a range of grants "rolling" into the Revenue Support Grant (RSG) provided to local authorities.

4.28 The Council will need to review what the affordability threshold will be in this context and if the 10% best practice amount previously recommended by CIPFA is still relevant. Capital investment is important for the ongoing Council plan ambitions, however, there continues to be a need to be prudent, sustainable and affordable in its financial plans. The Corporate Director of Finance’s view is that the Council will still benefit from prioritising its capital investment decisions over the medium and longer term and should secure its financing through third party funds such as contributions and grants and capital receipts from the sale of assets to minimise future borrowing.

**Graph 1- Total debt as a percentage of core spending power (2025/26) for All English unitary authorities**



Source:  
Ministry of Housing, Communities and Local Government

## Economic Background 2025/26

4.29 A summary of the general economic conditions that have prevailed throughout 2025/26, provided by Arlingclose the Council's treasury management advisors, is attached at Appendix 1 for Members information.

## Summary of the Treasury Management Strategy agreed for 2025/26

4.30 Treasury Management is defined as 'the management of the Council's cash flows, borrowing and investments, and the associated risk'. The main risks that affect a local authority include credit risk, interest rate risk, liquidity risk and refinancing risk.

4.31 The borrowing approach outlined in the treasury strategy was to achieve the optimum value for money for the revenue budget by a combination of long-term borrowing from the Public Works Loan Board (PWLB) when interest rates reached a trigger rate of below 4.75% and the maturity term of the new borrowing fitted in with the Council's current debt portfolio. If these conditions did not exist when cash balances fell below £10.000m, then short term borrowing would be considered for the minimum period possible, given that interest rates were expected to rise over the period. Additionally short-term borrowing would be capped at a maximum of 20% of the total of the Council's gross external debt balance.

4.32 The approach to investing cash balances is to follow the relevant government and CIPFA guidance in prioritising and protecting the principal sums involved by only investing with institutions on the Council's approved lending list. This factor is paramount and more important than the higher interest rates that could be achieved on riskier and illiquid investments with longer duration terms. Only 10% of total investments could be deposited for periods over one financial year given the higher levels of risk associated with these products.

## Treasury Management activity during 2025/26

4.33 During the financial year, the Council maintained an under-borrowed position. This meant that the capital borrowing need (the CFR), was not fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

4.34 All borrowing and investment activity undertaken during the financial year were in line with the approved Treasury Management Strategy agreed for the financial year.

4.35 A total of £50.000m of new external borrowing was undertaken during 2025/26. £45.000m of this was long term from the Public Works Loan Board with £5.000m of short-term borrowing from another local authority. This was offset by the repayment of £7.500m of maturing debt and £15.353m of annuity loan repayments. The total level of external debt for the Council rose by £27.147m during 2025/26. All borrowing decisions were authorised in line with the treasury management policy and via consultation with external advisers.

4.36 Investments were made with either central government or other local authorities on an almost daily basis to ensure that the Council’s overall liquidity position was protected. All principal sums invested have been repaid on time by each counterparty. The total interest earned on these temporary cash balances for 2025/26 was £1.083m and helped to balance the overall net capital financing budget.

4.37 The Councils Treasury Management function has complied with all the relevant statutory and regulatory requirements, which limit the levels of risk associated with its treasury management activities. The adoption and implementation of both the Prudential Code and the code of Practice for Treasury Management mean both that its capital expenditure is prudent, affordable and sustainable and its treasury practices demonstrate a low-risk approach.

4.38 Officers of the Council are aware of the risks of passive management of the treasury portfolio and, with the support of Arlingclose, the Council’s advisers, have proactively managed the debt and investments portfolio over the financial year.

**5. Ward Member Engagement if relevant and appropriate**

5.1 Not relevant to this report as it relates to corporate financial management issues.

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

6.1 Not relevant as the report is for information only.

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

| Topic                              | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value) | <p>All relevant financial implications are outlined within the body of this report and the supporting Appendix 1. The capital programme and financing being recommended in the budget report continued to remain affordable within the approved Medium Term Financial Plan (MTFP) and revenue budget parameters throughout the financial year.</p> <p>The Council needs to manage and prioritise its future capital investment and associated funding strategies more strictly over the term of the MTFP to maintain revenue cost of capital investment within affordable and prudent parameters. The Prudential and Treasury Management indicators and processes remain robust and within prudent limits over the term of the MTFP.</p> <p>Tables 3 to 5 outlines the key debt metrics, and the capital financing costs as a % of the net revenue budget over the MTFP period.</p> |
| Procurement                        | There are no direct impacts on procurement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                                       |                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Legal                                                                 | There are no direct legal implications of this report. All activity on capital financing, investments and borrowing is under current local authority powers under either the local government act 2003 or the capital finance and accounting regulations.                                                                           |
| Risk                                                                  | Any risk related issues are set out within the report. Risk management is an integral part of the Council's treasury management strategy, and these are considered as part of business-as-usual activities and are set out in more detail within the Treasury Management Practices document maintained by the central finance team. |
| Human Rights, Public Sector Equality Duty and Community Cohesion      | There are no applicable issues to consider within this report.                                                                                                                                                                                                                                                                      |
| Reducing Poverty                                                      | There are no applicable issues to consider within this report.                                                                                                                                                                                                                                                                      |
| Climate Change / Environmental                                        | There are no applicable issues to consider within this report.                                                                                                                                                                                                                                                                      |
| Children and Young People Cared for by the Authority and Care Leavers | There are no applicable issues to consider within this report.                                                                                                                                                                                                                                                                      |
| Data Protection                                                       | There are no applicable issues to consider within this report.                                                                                                                                                                                                                                                                      |

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

| Action         | Responsible Officer | Deadline |
|----------------|---------------------|----------|
| Not Applicable |                     |          |

### Appendices

|   |                                                                            |
|---|----------------------------------------------------------------------------|
| 1 | Economic Background – 2025/26 financial year (Arlingclose Ltd. March 2026) |
|---|----------------------------------------------------------------------------|

### Background papers

| Body      | Report title                                                                                    | Date             |
|-----------|-------------------------------------------------------------------------------------------------|------------------|
| Council   | 2025/26 Revenue Budget, Medium Term Financial Plan, Council Tax Setting and Treasury Management | 19 February 2025 |
| Executive | Treasury Management Mid-Year Review – 2025/26                                                   | 3 December 2025  |
| Executive | 2025/26 Revenue and Capital Budget Outturn                                                      | 10 June 2026     |

**Contact:** Justin Weston, Head of Corporate Finance (Deputy S151 Officer)

**Email:** [justin\\_weston@middlesbrough.gov.uk](mailto:justin_weston@middlesbrough.gov.uk)

This page is intentionally left blank

## Appendix 1

### Economic Background – 2025/26 Financial Year

The financial year was largely dominated by two periods of significant uncertainty and volatility. The first being the US trade tariff ‘Liberation Day’ in April 2025 and the second was the US/Israel war with Iran at the end of February 2026.

After the initial fallout from US trade tariffs, the following months saw some improvements as equity markets made gains and bond yields eased modestly. However, in the UK this trend in bond yields reversed somewhat as an uncertain economic outlook together with concerns around the government’s fiscal position and autumn Budget saw ‘term premia’ rise as investors demanded a higher return for holding gilts.

The Budget itself was more muted than had been expected. Despite a weak economic outlook, this helped UK markets perform better with gilt yields trending downwards, inflation easing, and expectations for cuts in Bank of England (BoE) Bank Rate increasing.

The end of February 2026 saw the start of the war between US/Israel and Iran. The conflict caused oil and other commodity prices to rise sharply as the shipping lanes in the region became effectively closed, restricting global oil supply. At the end of the period, the economic outlook remained highly uncertain in terms of its impact on inflation as well as countries’ fiscal and monetary policy conditions around the globe.

Prior to the start of the war, headline UK consumer price inflation (CPI) inflation had generally been trending downwards, albeit the 3% in February 2026 was unchanged from January. Core CPI also stayed put at 3.1%. Inflation was expected to fall further over the coming months to the BoE’s 2% target, but the war changed this. Inflation is now expected to rise again, but how quickly and by how much depends on the duration of the war and how long commodity prices are elevated.

The Office for National Statistics (ONS) reported the UK economy expanded by 0.1% in Q4 2025. This followed previous modest gains of 0.2% in Q2 and by 0.1% in Q3. Of the subsequent monthly figures, the ONS estimated that GDP showed no growth in January 2026. As this is from before the war started the impact on growth will not be seen formally in the data for a couple more months.

While the most recent labour market figures were slightly better than expected, the general trend has been one of persistent weakness. In the three months to January 2026, the unemployment rate rose to 5.2% (from 5.1%), while the employment rate held at 75.1%. Despite inflation being expected to rise in the coming months, labour market conditions remain loose and so any upward pressure on wages from general inflation is likely to be tempered by the weaker labour market environment.

After cutting Bank Rate to 3.75% in December 2025, the BoE’s Monetary Policy Committee (MPC) voted 5-4 to hold rates in February 2026 and then unanimously to do so again in March. Until the war started, financial markets were expecting Bank Rate to be cut to 3.5% at the March meeting. However, the conflict in the Middle East quickly changed this. The MPC noted the risks to both inflation and growth and indicated they could move

rates either up or down depending on the conditions. Financial markets quickly responded to this by pricing in rate hikes.

Following the March MPC meeting, Arlingclose, the Council's treasury adviser, revised its central interest rate view and now predicts Bank Rate will be held at 3.75%. However, the conflict makes the outlook for rates highly uncertain. In the short-term the risks are to the upside with the chance of higher Bank Rate should the MPC decide it wishes to quickly quash potential second-round effects from higher inflation. Further out, if Bank Rate is hiked quickly, the pace and magnitude of subsequent cuts could take it far lower than was previously anticipated as policymakers add significant stimulus to a much weaker economic growth outlook.

The US Federal Reserve had been cutting rates over the period, reducing Fed Funds Rate target range by 0.25% at its December meeting to 3.50%-3.75%. At the three subsequent meetings, the rate was held at the same range. Policymakers noted that while inflation was elevated, economic activity had been expanding but the war with Iran made the path of monetary policy highly uncertain. Despite this, the Fed still suggested that further rate cuts were likely in 2026 and 2027.

The European Central Bank (ECB) has kept its key interest rates on hold since June 2025, maintaining the deposit rate at 2.0% and main refinancing rate at 2.15%. At its March 2026 meeting, the ECB noted the war in the Middle East had significantly increased uncertainty, creating upside risks for inflation and downside risks for growth, leading it to revise up its forecasts accordingly.

Financial markets: After declining sharply early in the financial year following the announcement of US tariffs, sentiment in financial markets had improved but equity and bond markets remained volatile throughout. However, the latter part of the period was dominated by the US/Israel war with Iran, which saw equity markets fall sharply, and bond yields rise as concerns over the inflationary impact from sharply higher oil and other commodity prices outweighed the flight-to-quality into government bonds often seen in conflicts.

Equity markets had been registering gains after the declines during the April sell-off, but the war reversed this, and markets saw another sharp drawdown. Both the FTSE 100 and 250 fell by around 10% over the month from the start of the conflict to the end of the financial year.

The period saw significant volatility in gilt yields. The 10-year UK benchmark gilt yield started the year at 4.65% and ended at 4.86%. However, over this time the 10-year yield hit a low of 4.23% and a high of 4.95% in the space of a month. It was a similar picture for the 20-year gilt which started at 5.18% and ended at 5.45% with a low and high of 4.92% and 5.55% respectively. The Sterling Overnight Rate (SONIA) averaged 4.01% over the 12 months to 31st March.

Credit review: Arlingclose maintained its recommended maximum unsecured duration limit on most of the banks on its counterparty list at 6 months. The other banks remain on 100 days.

After spiking in April 2025 following the US trade tariff announcements, UK credit default swap (CDS) prices had trended down before picking up modestly in October and November. After declining again in December and into the new calendar year, they rose sharply once again when the war in the Middle East started. They were still elevated at the end of the period, but prices for all banks on Arlingclose's counterparty list remained within limits deemed satisfactory for maintaining credit advice at current durations.

Financial market volatility is expected to remain, and CDS levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Council's counterparty list recommended by Arlingclose remain under constant review.

Arlingclose Ltd  
March 2026

This page is intentionally left blank

**MIDDLESBROUGH COUNCIL**

|                                   |                                                                                  |
|-----------------------------------|----------------------------------------------------------------------------------|
| <b>Report of:</b>                 | Corporate Director of Environment, Communities and Culture – Geoff Field         |
| <b>Relevant Executive Member:</b> | Executive Member of Environment, Communities and Culture – Councillor Ian Blades |
| <b>Submitted to:</b>              | Executive                                                                        |
| <b>Date:</b>                      | 8 July 2026                                                                      |
| <b>Title:</b>                     | Making Middlesbrough Town Centre Safer for People and Business                   |
| <b>Report for:</b>                | Decision                                                                         |
| <b>Status:</b>                    | Public                                                                           |
| <b>Council Plan priority:</b>     | A successful and ambitious town                                                  |
| <b>Key decision:</b>              | Yes                                                                              |
| <b>Why:</b>                       | Decision(s) will incur expenditure or savings above £250,000                     |
| <b>Subject to call in?</b>        | Yes                                                                              |
| <b>Why:</b>                       | Non urgent Executive Decision                                                    |

**Proposed decision(s)**

That Executive:

- a) Approves the acceptance of £1.3m Investment Zone funding together with associated match funding arrangements set out in the business case, subject to completion of the relevant Tees Valley Combined Authority (TVCA) decision making processes and execution of funding agreements.
- b) Approves the delivery of the Making Middlesbrough Safer Project as outlined in the accompanying Tees Valley Investment Zone Business Case.
- c) Notes the partnership arrangements with Cleveland Police, the Office of the Police and Crime Commissioner (OPCC) and TVCA.
- d) Delegates authority to the Corporate Director responsible for Environment, Communities and Culture in consultation with the Executive Member to finalise funding agreements and operational arrangements.

**Executive summary**

This report is being brought to Executive in accordance with the Executive functions as set out in the constitution at paragraph 10.20, specifically paragraph (h), which provides for the allocation of funding within the budgetary framework and the approval of projects with significant corporate implications, including those for which it is proposed to let a contract, in accordance with Financial Procedure Rule D.

Middlesbrough town centre is the economic and cultural heart of the Tees Valley and is benefiting from significant regeneration and investment. Our ambition is for Middlesbrough to be the UK's most creative place for young people to live, learn and realise their future. The emerging Middlesbrough Place Strategy places young people at the centre of Middlesbrough's future, while focusing on creating a town where they want to study, work, socialise and build their lives. From vibrant cultural experiences to modern town centre living, better connectivity and stronger skills pathways. Through connections with business and collaboration with our award-winning local University and colleges, the place strategy sets out a starting framework on how we can offer genuine opportunities for young people. By improving safety and reducing crime and anti-social behaviour, this project will support those ambitions, increase public confidence and help create the conditions for a thriving town centre economy.

This report seeks approval for the Making Middlesbrough Town Centre Safer for People and Business Project, a three-year pilot programme designed to reduce crime and anti-social behaviour in Middlesbrough town centre through a coordinated multi agency approach. The proposal directly supports the Tees Valley Investment Zone (TVIZ) programme and Middlesbrough Council's ambition to create a safer, more resilient and economically vibrant town centre.

It should be noted that, whilst the project has been developed in partnership with the TVCA and is proposed for funding through the TVIZ, the associated Business Case has not yet completed the formal TVCA decision making and approval processes. This process is due to conclude in August 2026. Delivery of the project and release of funding remain subject to the relevant TVCA approvals and funding agreements being secured.

The report draws upon the attached TVIZ Business Case throughout and reflects the evidence contained within it. The business case identifies crime, anti-social behaviour and negative perceptions of safety as major barriers to economic growth, inward investment and town centre regeneration. The project will enhance enforcement, prevention and support services through an expanded multi-agency hub located at Safe Haven in Middlesbrough Bus Station, additional Police Community Support Officers (PCSOs), dedicated Neighbourhood Safety Wardens and targeted support for repeat offenders and vulnerable individuals.

An options appraisal (section 2.2 in the business case) was undertaken as part of the Investment Zone Business Case and supporting evidence pack, considering a range of potential delivery models, including maintaining existing arrangements, enforcement only interventions, prevention focused approaches and integrated partnership solutions. Following assessment against the agreed critical success factors, Option 10 was

identified as the preferred approach. This option provides the strongest balance of strategic fit, deliverability, partnership working and value for money by combining enhanced enforcement, prevention and support services through a coordinated multi-agency model. The recommended approach is expected to reduce crime and anti-social behaviour, improve public confidence, increase town centre footfall, support local businesses and contribute directly to the wider ambitions of the Middlesbrough Place Strategy and Tees Valley Investment Zone.

The proposal will result in a three- year project and funding to recruit to the following posts to achieve the project aims set out above. –

X2 Police Community Support Officers.  
X4 Neighbourhood Safety Wardens with additional CSAS powers.  
X2 Neighbourhood Navigators  
X1 CCTV Operative

The above posts will be Town Centre specific providing a consistent uplift in the area. Middlesbrough Council will employ the new Neighbourhood Safety Wardens and Neighbourhood Navigators. Cleveland Police will employ the new PCSOs and the CCTV Operator will be employed by Vistech via the existing CCTV/security contract with Middlesbrough Council.

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

- 1.1 The purpose of this report is to seek approval to deliver the Making Middlesbrough Town Centre Safer for People & Business Project in line with the attached Investment Zone Business Case.
- 1.2 Middlesbrough town centre is at the heart of the town's economic, cultural and civic life and is undergoing significant transformation through a programme of public and private sector investment. Regeneration initiatives, including investment in Captain Cook Square, the continued growth of the digital and creative economy, an expanding independent food and beverage offer and the town's recognised strengths in digital innovation are helping to establish Middlesbrough as an increasingly attractive destination for residents, visitors, businesses and investors. The Making Middlesbrough Town Centre Safer for People and Business Project will support these ambitions by creating a safer, cleaner and more welcoming environment that encourages greater footfall, increases business confidence, supports inward investment and ensures that the benefits of regeneration are fully realised. The project aligns closely with the emerging Middlesbrough Place Strategy, particularly its ambitions to reimagine the town centre, create healthy public spaces, support town centre life and strengthen investment and connectivity, recognising that perceptions of safety are fundamental to achieving long term economic growth and creating a thriving place where people choose to live, work, study and spend their leisure time.

- 1.3 The project contributes directly to the Council Plan ambition of creating safe and resilient communities by reducing crime and anti-social behaviour, improving public confidence and supporting community wellbeing.
- 1.4 The project also supports the ambition of creating a successful and ambitious town by improving conditions for investment, supporting business confidence and strengthening Middlesbrough town centre as a destination for employment, culture, leisure and business growth.
- 1.5 The business case highlights the importance of improving town centre safety to support the wider regeneration ambitions of the Middlesbrough Place Strategy and the Tees Valley Investment Zone.

| <b>Our ambitions</b>                   | <b>Summary of how this report will support delivery of these ambitions and the underpinning aims</b>                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | This project will improve safety and perceptions of safety within Middlesbrough town centre, creating a more attractive environment for businesses, investors, employees and visitors. By reducing crime and anti-social behaviour, increasing public confidence and supporting a vibrant town centre economy, the project will contribute to business growth, inward investment, increased footfall and wider regeneration ambitions set out in the Middlesbrough Place Strategy and Tees Valley Investment Zone |
| <b>A healthy Place</b>                 | The project will support improved wellbeing by creating a safer and more inclusive town centre environment for residents, workers and visitors. Through targeted support for vulnerable individuals, early intervention and partnership working, the project will help address factors that contribute to health inequalities, social exclusion and poverty, whilst ensuring that all members of the community can access and benefit from town centre services and opportunities.                                |
| <b>Safe and resilient communities</b>  | The project directly supports this ambition through a coordinated multi-agency approach to reducing crime and anti-social behaviour. Additional Police Community Support Officers, Neighbourhood Safety Wardens, Neighbourhood Navigators and enhanced CCTV monitoring will strengthen community safety, improve public confidence, support vulnerable individuals and encourage greater community engagement and resilience.                                                                                     |
| <b>Delivering best value</b>           | The project will maximise external funding opportunities through the successful acquisition of £1.3m of Tees Valley Investment Zone funding alongside partnership match funding contributions. Delivery through established governance arrangements, robust performance monitoring and collaborative partnership working will ensure resources are used effectively, outcomes are achieved and value for money is demonstrated throughout the three year pilot period                                             |

## **2. Recommendations**

### **2.1 That the Executive:**

- Approves the acceptance of £1.3m Investment Zone funding together with associated match funding arrangements set out in the business case, subject to completion of the relevant Tees Valley Combined Authority (TVCA) decision making processes and execution of funding agreements.
- Approves the implementation of the Making Middlesbrough Town Centre Safer for People & Business Project.
- Notes the three-year pilot nature of the project to March 2029.
- Delegates authority to the Corporate Director responsible for Environment, Communities and Culture in consultation with the Executive Member to finalise operational delivery arrangements and agreements with partners.

## **3. Rationale for the recommended decision(s)**

3.1 The business case demonstrates that crime and anti-social behaviour continue to impact negatively upon Middlesbrough town centre and undermine regeneration ambitions.

3.2 The preferred option identified in the business case is Option 10 (options appraisal in section 2.2 of business case), which combines enhanced enforcement, prevention and support measures through a multi-agency hub approach. This option was selected because it provides the strongest strategic fit and best overall economic outcome.

3.3 The business case identifies that the project will:

- Achieve a targeted 5% reduction in crime and anti-social behaviour over three years.
- Improve public perceptions of safety.
- Increase footfall and support economic activity.
- Strengthen partnership working and support vulnerable individuals.

3.4 The recommendations are therefore considered to provide the most appropriate and balanced response to identified challenges within the town centre.

## **4. Background and relevant information**

4.1 The attached business case sets out that Middlesbrough town centre continues to experience significant levels of crime and anti-social behaviour. The business case references Middlesbrough Council TS1 data showing 799 anti-social behaviour incidents in 2024/25 and 3,730 recorded crimes within the town centre.

4.2 The business case also highlights that Middlesbrough ranks amongst the most crime deprived local authority areas nationally according to the Index of Multiple Deprivation 2025.

- 4.3 The proposal forms part of the Tees Valley Investment Zone programme, which recognises that perceptions of safety and town centre conditions are barriers to inward investment and growth, particularly in digital and creative sectors linked to Teesside University and the wider town centre economy.
- 4.4 The project will build upon existing arrangements, including the night time economy pilot and Safe Haven provision at Middlesbrough Bus Station. Key interventions include:
- Additional PCSOs.
  - Additional dedicated Neighbourhood Safety Wardens with enhanced powers.
  - Extended operation Safe Haven to become the multi-agency hub.
  - Enhanced CCTV monitoring.
  - Dedicated support for vulnerable individuals and repeat offenders by creation of the Neighbourhood Navigator role.
- 4.5 The business case identifies that the intervention is intended not only to reduce crime and anti-social behaviour but also to improve confidence, strengthen business vitality and support wider regeneration outcomes.

**5. Ward Member Engagement if relevant and appropriate**

- 5.1 Ward Members representing the town centre area will continue to be engaged throughout project delivery.
- 5.2 Ongoing engagement arrangements will be established through regular updates, partnership meetings and reporting structures.

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

- 6.1 The business case considered a range of options, including maintaining current arrangements and implementing standalone enforcement approaches.
- 6.2 The ‘do nothing’ option was discounted because existing resources are not considered sufficient to address the scale and complexity of current issues.
- 6.3 Alternative models focusing solely on enforcement or solely on prevention were also discounted as they would not provide the integrated and sustainable approach required.
- 6.4 Option 10 was recommended because it combines protection, prevention and provision measures and achieved the strongest overall assessment against the critical success factors identified in the business case.

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

| Topic                              | Impact                                                                                                     |
|------------------------------------|------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value) | The business case identifies a total project value of £1.3m funded through the Tees Valley Investment Zone |

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  | programme together with approximately £500k in kind match funding contributions. Funding will support staffing, operational costs for the hub and associated monitoring and evaluation activity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Procurement                                                      | The business case identifies that no significant procurement activity is currently required. Recruitment and operational delivery will be undertaken in accordance with Council policies and governance procedures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Legal                                                            | <p>Consideration needs to be given as to whether the provisions of The Subsidy Control Act 2022 are engaged.</p> <p>TVCA being the funding provider in the Business Case set out the rationale why the funding for the project is unlikely to constitute a subsidy as all Limbs A to D of assessing whether the funding meets the definition of a subsidy do not apply. It is noted TVCA completed a legal checklist which was reviewed by TVCA legal team in reaching that conclusion and the rationale supporting it. Based on the information in 3.1 of the business plan and the checklist referred to Middlesbrough legal services has no information or finding to depart from the conclusions the funding is not a subsidy.</p> <p>Legal funding agreements will be required to be entered into between TVCA and Middlesbrough Council, Middlesbrough Council and OPCC for the funding for the PCSOs and formalities will be required to provide for CCTV officers through its current contract processes.</p> |
| Risk                                                             | The project addresses significant community safety and economic risks associated with crime, anti-social behaviour and declining confidence in the town centre. Key risks include sustainability of future funding, recruitment challenges and operational coordination between partners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Human Rights, Public Sector Equality Duty and Community Cohesion | The project is intended to improve community safety and accessibility for residents, businesses, visitors and vulnerable individuals. Equality impacts will continue to be monitored through delivery.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Reducing Poverty                                                 | Improving safety, confidence and economic activity within the town centre is expected to contribute positively to employment, business sustainability and wider socio-economic outcomes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Climate Change / Environmental                                   | The proposal primarily concerns operational and partnership delivery and is not expected to create significant adverse environmental impacts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Children and Young People Cared for by                           | Improved safety and prevention measures are expected to have positive impacts for young people and vulnerable individuals accessing the town centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                |                                                                                                                                                                                                               |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| the Authority and Care Leavers |                                                                                                                                                                                                               |
| Data Protection                | Any personal data collected through project activity, CCTV monitoring or partnership working will be managed in accordance with relevant data protection legislation and information governance requirements. |

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

| Action                                                                                          | Responsible Officer                 | Deadline                       |
|-------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------|
| Finalise funding agreement with Tees Valley Combined Authority                                  | Adam Parkinson and Michelle Shelton | July 2026                      |
| Establish formal partnership and governance arrangements.                                       | Adam Parkinson and Michelle Shelton | July 2026                      |
| Recruit additional Street Wardens, Neighbourhood Navigators and CCTV Monitoring Officer         | Adam Parkinson                      | August 2026                    |
| Extend operation of Safe Haven located in Middlesbrough Bus Station to be the multi agency hub. | Adam Parkinson                      | September 2026                 |
| Implement monitoring and evaluation arrangements.                                               | Adam Parkinson                      | July 2026                      |
| Provide regular progress updates to Executive and project partners                              | Marion Walker and Adam Parkinson    | Throughout lifetime of project |

### Appendices

|   |                                                                                                                                            |
|---|--------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Investment Zone Business Case: Making Middlesbrough Town Centre Safer for People & Business (final version to follow before pre-executive) |
| 2 | Equality Impact Assessment (to follow)                                                                                                     |
| 3 | Data Impact Assessment (to follow)                                                                                                         |

### Background papers

| Body                  | Report title                        | Date        |
|-----------------------|-------------------------------------|-------------|
| Middlesbrough Council | Middlesbrough Community Safety Plan | 2024-26     |
| Middlesbrough Council | Town Centre Problem Solving Plan    | 2025        |
| TVCA                  | Tees Valley Investment Plan 2019-29 | 2019 – 2019 |
| Middlesbrough Council | Draft Middlesbrough Place Strategy  | May 2026    |

|                  |                                         |             |
|------------------|-----------------------------------------|-------------|
| Cleveland Police | Cleveland Police and Crime Plan 2024–29 | 2024 - 2029 |
|------------------|-----------------------------------------|-------------|

**Contact:** Adam Parkinson  
**Email:** [adam\\_parkinson@middlesbrough.gov.uk](mailto:adam_parkinson@middlesbrough.gov.uk)

This page is intentionally left blank

## INVESTMENT ZONE BUSINESS CASE TEMPLATE

### RESTRICTED: BUSINESS CASE

| FOR TVCA USE ONLY – INITIAL GATEWAY CHECK                                                                                                                                                                                                                                                                                                                         |                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| TVCA Reference Number                                                                                                                                                                                                                                                                                                                                             | PRGM-1345<br>PROJ-2913                                                                                                              |
| Programme / Project Name                                                                                                                                                                                                                                                                                                                                          | Programme - <b>Tees Valley Investment Zone</b><br>Project – <b>Making Middlesbrough Town Centre Safer for People &amp; Business</b> |
| TVCA Group Company / Directorate                                                                                                                                                                                                                                                                                                                                  | N/A                                                                                                                                 |
| TVCA Cabinet Allocation Amount                                                                                                                                                                                                                                                                                                                                    | £80m                                                                                                                                |
| Cabinet Decision reference & date                                                                                                                                                                                                                                                                                                                                 | 28/3/25<br>TVCA 66/24-25                                                                                                            |
| Equality Impact Assessment Signed?                                                                                                                                                                                                                                                                                                                                | Yes                                                                                                                                 |
| Mayoral / Corporate Policy fit                                                                                                                                                                                                                                                                                                                                    | MDC / IZ / Place / Growth                                                                                                           |
| Subsidy Control Checklist Reviewed by Legal                                                                                                                                                                                                                                                                                                                       | Yes - No subsidy                                                                                                                    |
| Is CMA referral required ?                                                                                                                                                                                                                                                                                                                                        | No                                                                                                                                  |
| Outline Stakeholder Management Plan?                                                                                                                                                                                                                                                                                                                              | Yes - completed                                                                                                                     |
| Contractual structure eg JV, partnership                                                                                                                                                                                                                                                                                                                          | Partnership – Middlesbrough Council lead applicant                                                                                  |
| Date of receipt of completed application                                                                                                                                                                                                                                                                                                                          |                                                                                                                                     |
| Priority Project?                                                                                                                                                                                                                                                                                                                                                 | Yes                                                                                                                                 |
| Form signed                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                     |
| PROJECT DEVELOPMENT INTIATION DECLARATION                                                                                                                                                                                                                                                                                                                         |                                                                                                                                     |
| I declare that the proposed programme / project referred to above has received the appropriate authorisation to proceed into Business Case Development. I declare I have considered the roles and responsibilities of the internal team members and external advisors appointed to develop the project further, and confirm they present no conflict of interest. |                                                                                                                                     |
| SRO Signature:                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                     |
| Project Development Manager Allocated: Sue Donnelly                                                                                                                                                                                                                                                                                                               |                                                                                                                                     |

#### TVCA DISCLAIMER

Submitted Business Cases are subject to TVCA's appraisal process including appropriate due diligence. Following this process, a decision to fund or not will be made under the Local Assurance Framework.

There should be no expectation of funding assistance unless and until both parties sign a Funding Agreement. All the project sponsor's costs and charges incurred in making this Business Case shall be for the project sponsor's account and cannot be claimed as part of the Programme / Project.

|  |
|--|
|  |
|--|

**FOR DEVELOPMENT USE ONLY: VERSION CONTROL**

| Date     | Version No | Section Ref | Summary of Significant Change | Initials |
|----------|------------|-------------|-------------------------------|----------|
| 02.03.26 | 1.0        | All         | First Draft                   | SD/AP/MS |
|          | 2.0        |             | Final Draft                   | SD/AP/MS |
|          |            |             |                               |          |
|          |            |             |                               |          |

**PROJECT SPONSOR DETAILS**

|                                            |                                                          |
|--------------------------------------------|----------------------------------------------------------|
| Lead Organisation:                         | Middlesbrough Council                                    |
| Registered Address:                        | Fountain Court, Grange Road, Middlesbrough               |
| Type of Organisation:                      | Local Authority                                          |
| Date of Formation:                         | 1 April 1996                                             |
| Company Registration Number:               | N/A                                                      |
| VAT Registration Number:                   | GB 259 087 232                                           |
| Are you part of a group of companies?      | No                                                       |
| If so, who is the parent company?          | N/A                                                      |
| Lead Sponsor: name                         | Geoff Field                                              |
| Lead Sponsor: telephone number             | 01642 729701                                             |
| Lead Sponsor: email address                | Geoff_Field@middlesbrough.gov.uk                         |
| Lead Sponsor: position in organisation     | Corporate Director of Environment, Communities & Culture |
| Contact address if different from above:   |                                                          |
| Project Manager: name                      | Adam Parkinson                                           |
| Project Manager: telephone number          | 01642 727692                                             |
| Project Manager: email address             | adam_parkinson@middlesbrough.gov.uk                      |
| Project Manager: position in organisation: | Neighbourhood Manager North Middlesbrough                |
| Contact address if different from above:   |                                                          |

**PUBLICITY STATEMENT**

The Investment Zone funded Making Middlesbrough Town Centre Safer for People & Business is a three-year pilot scheme to tackle crime and anti-social behaviour (ASB) in Middlesbrough town centre.

The aim of the project is to create a safer, more welcoming town centre through a coordinated, holistic and sustainable multi-agency approach that prioritises **protection**, strengthens **prevention** and enhances **provision** of effective support. This approach will

reduce crime and anti-social behaviour, improve public confidence and perceptions of safety, support business vitality, and harness the growth of all town centre businesses, enhancing the town’s reputation as a vibrant, innovative and secure destination.

The objectives are to:

- Reduce crime and ASB
- Improve perceptions of safety and public confidence
- Increase footfall in the town centre
- Retain and attract businesses to reduce vacant units
- Stimulate private investment and positive economic activity

The project will build on the existing night-time economy project with extended operation of the existing hub at Middlesbrough Bus Station. There will be a multi-agency presence within the hub, together with dedicated provision for more intensive support for top repeat offenders such as through a dual diagnosis team which sit outside of enforcement. This will enable those individuals who are the most vulnerable and with the most complex needs immediate and direct access to the necessary support services such as drug and alcohol support.

Accessing Change Together (ACT) services will form part of the support offer linked to the hub, providing tailored interventions for people experiencing domestic abuse, homelessness or substance misuse. This will strengthen the project’s prevention and provision approach by helping vulnerable individuals access the right support at the right time, reducing escalation, improving personal outcomes and supporting longer-term change.

There will also be additional 2 PCSOs and the introduction of 4 dedicated town centre Neighbourhood Safety Wardens with enhanced powers via the Community Safety Accreditation Scheme (CSAS). Neighbourhood Navigators will also be employed to provide 1-1 intense support to those with the most complex needs.

There will also be a new CCTV Operator which will proactively monitor town centre cameras, gather evidence and support teams on the ground.

The pilot scheme will be funded from the Tees Valley Investment Zone programme, and will operate until March 2029.

## EXECUTIVE SUMMARY

|                                            |                                                                      |
|--------------------------------------------|----------------------------------------------------------------------|
| TVCA Ref:                                  | PROJ-2913                                                            |
| Programme / Project Name:                  | TV IZ / Making Middlesbrough Town Centre Safer for People & Business |
| Location:                                  | Middlesbrough                                                        |
| TVIZ Intervention                          | Crime and Safety                                                     |
| Total Programme / Project Cost:            | £80m Programme/£1.3m Middlesbrough allocation                        |
| TVIZ funding requested: £                  | £1.3m                                                                |
| Total of other funding sources: match £    | £1,077,949                                                           |
| Total of other funding sources: leverage £ |                                                                      |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Delivery route (including when route to market form signed off)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Partnership project             |
| TVIZ Annual Delivery Plan allocation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | £2.6m total/£1.3m Middlesbrough |
| <p>The Making Middlesbrough Town Centre Safer project is a multi-agency, cohesive approach which will build on the existing Street Warden presence in the town and the night-time economy pilot at SafeHaven, to reduce the incidence of crime and anti-social behaviour, resulting in improved safety and a more positive perception of the town centre. It will also provide a single point of access to services such as drug and alcohol support, homelessness and housing for those that are most vulnerable, enabling early intervention and coordinated case management.</p> <p>Key partners are Middlesbrough Council (MC) acting as the lead partner, Cleveland Police (CP), the Office of the Police Crime &amp; Commissioner (OPCC) and Tees Valley Combined Authority (TVCA).</p> <p>Issues of crime and anti-social behaviour are prevalent; such issues being associated with long-term deprivation of the area and the left behind status of the town centre. These ingrained issues detract from the attractiveness of the town centre and are a barrier to attracting investment and the associated workforce required to stimulate growth. It is imperative to address these issues along with the regeneration of the physical fabric of the town centre.</p> <p>These barriers to growth are recognised in the Tees Valley Investment Zone proposal to Government.</p> <p>The overarching purpose of IZ policy is to support the delivery of plans for growth and prosperity by catalysing a small number of high potential clusters with scope to drive productivity and catch-up economic growth.</p> <p>IZ policy identifies five priority sectors for Investment Zones to focus on, these are Digital and Tech, Life Sciences, Creative Industries, Green Industries, and Advanced Manufacturing. The Tees Valley already enjoys comparative advantage over other parts of England in the Energy &amp; Low Carbon, Advanced Manufacturing &amp; Engineering, Chemical &amp; Process, Digital, Creative, Healthcare &amp; Life Sciences, and Automative and Aerospace sectors.</p> <p>The Tees Valley IZ applies the policy to enhance existing strengths and boost the growth potential of the Digital and Creative sector. This sector has been selected as the primary sector of focus. It is an existing driver of the Tees Valley economy and is the fastest growing Digital Sector of any Combined Authority area. The sector, and its wider cluster, has some of the highest levels of productivity in the UK.</p> <p>Digital cluster growth is typically town/city centre based and therefore represents a different opportunity for growth in our communities to other Tees Valley key sectors. It also typically attracts growth in other creative, cultural and leisure activities which is needed in the areas targeted in the IZ.</p> <p>In addition to growth in the Digital Sector itself, digitisation can be applied into other tech sectors, which will unlock high growth &amp; innovation potential that will create high value and productive jobs for our local workforce and communities. Use of digital and tech crosses over into the secondary sector of our IZ, Creative.</p> |                                 |

The digital economic cluster has grown around the knowledge anchor, Teesside University, which is based in the town centre of Middlesbrough, and spread across our economic centres.

The types of workers sought to work in the growth enterprises based in the town centre are typically described as Generation Z. These people were shaped by growing up in the digital age, facing climate anxiety, a shifting financial landscape, and Covid-19. These influences shape their requirements for where they work, live and play; they seek a vibrant, creative environment. Well connected, urban living environments are required to meet the needs, retain and attract people to work in the jobs being created in towns across the Tees Valley.

To make the centre of Middlesbrough attractive to this workforce, overcoming negative perception and reducing actual crime and anti-social behaviour is imperative. This will increase retention of talent in the area, feed the growth of the digital sector and create a safer, more welcoming town centre.

### **Boho/Albert Road Corridor**

The Boho/Albert Road corridor within Middlesbrough town centre is a key location for the town's digital media, digital technology and creative sectors. It will therefore be a central focus of the project, as current crime, anti-social behaviour and poor perceptions of safety are acting as a barrier to investment and growth in this area.

### **Delivery Options**

A range of delivery options were assessed to identify the most effective and proportionate means of delivering the 3P model of Protection, Prevention and Provision. The preferred option is to pilot a multi-agency hub, together with additional staffing resource, as this provides the strongest strategic fit, makes best use of existing infrastructure, enables a coordinated response across enforcement and support services, and offers the greatest potential to address crime, anti-social behaviour and perceptions of safety in a sustainable way together with improving outcomes for vulnerable individuals.

The detailed options appraisal and assessment against the critical success factors are set out in the Evidence Pack.

### **Existing Security Arrangements**

Teesside University provides onsite security within the confines of its campus. Security is 24/7 365 days per year and includes a 'SafeZone App'.

Outside of this boundary but within Middlesbrough town centre provision is as detailed below.

- 4 Street Wardens on duty daily from 8:00 am – 8:00 pm – not Town Centre focused & no enhanced powers
- 2 PCSOs
- 6 Police Officers allocated to the Town 6 Officers typically operating each day although not dedicated town centre presence, could be deployed anywhere if there is a need

- Cleveland Centre, Hillstreet Shopping Centre and Captain Cook Square each have their own security staff

### **Existing Safe Haven (Night-time Economy)**

Middlesbrough SHS operates within the night-time economy, responding to problems arising from alcohol and substance misuse, violence against the person and all aspects of vulnerability in the town centre. It offers a place of safety for those in vulnerable and dangerous situations, providing treatment and care in a safe environment to protect from harm.

Middlesbrough SHS is a drop-in facility, service users tend to use the service for less than two hours on average. The service offers a wide range of care including minor and major clinical assessments and treatment, patient monitoring.

The SHS operates within the night-time economy every Friday from 10pm – 3.30am and Saturday 11pm – 4.30am (11 hours per weekend). It also operates at additional key times when the town centre is busy, such as Sundays prior to Bank Holidays, during Christmas and New Year periods, University 'Fresher's week' and for large events that encourage large crowds and the supply of alcohol.

#### **Aims of the service include:**

- Reducing attendances to local A&E departments and admissions to wards;  
Reducing demands on NEAS by providing an alternative option to 999 calls, an alternative drop-off point to A&E, reducing both journey and waiting times;
- Assisting Police by providing a safe place to for those not warranting arrest but require a protective intervention;
- Reducing crime, particularly substance-fuelled violence/domestic abuse and risks to vulnerable people and victims of crime;
- Increasing the number of clients accessing community services by making referrals
- Promoting positive lifestyle messages to increase awareness of alcohol-related harm;
- Increasing the number of brief interventions that are proven to reduce drinking to harmful levels and alcohol dependency.

Currently the service operates using the following model:

- 1 x Clinician either a registered nurse with pre-hospital experience or a registered paramedic
- 1 x Technician
- 2 x Medical Responders

Presenting issues to Safe haven range from falls related injury, head injury, laceration, intoxication, substance misuse and mental health. Intoxication is the largest presenting issue recorded, followed by injuries sustained due to violence against the person.

Interventions undertaken by Middlesbrough SHS are as follows:

- Monitoring patient need (until handover to NEAS staff or family members)

- Minor clinical attention
- Urgent clinical attention

The Safe haven also has a mobile service offering roadside medical assistance and support.

**Proposed Enhanced Safe Haven (Multi Agency Hub) Pilot**

Proposed hours of operation:  
Monday to Saturday 8am to 6pm

**NB.** New Neighbourhood Safety Wardens and PCSOs will continue to be on shift outside of these hours, including Sundays, together with the ongoing monitoring of town centre CCTV.

**Protection**

Increase enforceable town centre presence to make immediate impact on crime, ASB, safety and positive perceptions.

| <b>Current Staffing</b> | <b>Future Staffing</b>                             |
|-------------------------|----------------------------------------------------|
| 6 PCs*                  | 6 PCs (no change)                                  |
| 2 PCSOs                 | 2 additional PCSOs (4 in total)                    |
| 4 Street Wardens **     | 4 new Neighbourhood Safety Wardens*** (8 in total) |
| 0 CCTV Operator         | 1 new CCTV Operator                                |

\* Although allocated to town centre could be deployed elsewhere should the need arise

\*\* Not TC focused and no enhanced powers.

\*\*\* Addition of 4 town centre focused **Neighbourhood Safety Wardens** with enhanced powers (CSAS) – existing 4 Street Wardens have no enhanced powers.

There will also be a new CCTV Operator who will proactively monitor town centre cameras, gather evidence, and support teams on the ground to attend incidents in a timely manner as they arise.

**Prevention**

A multi-agency hub across public health (drug/alcohol), homelessness, housing etc.

Proposed location is Middlesbrough Bus Station due to:

- It being where the CCTV control room already exists
- It being centrally located in the town centre
- It having existing infrastructure linked to the Safe Haven service (so will have minimum ‘start up’ costs)
- It being owned by Middlesbrough Council, enabling greater control & flexibility.

The service will provide a single point of access for individuals needing support, enabling early intervention and coordinated case management.

**Provision**

Provide 1-1 intense support for those that are most vulnerable/have complex needs to increase the chance of crime prevention in the future. Based on the current ‘navigator’ posts in neighbourhood services, to recruit **2** dedicated **Neighbourhood Navigator** posts

that would be focused on the town centre, located at the hub and can also have a presence in the town centre when required.

At present, there is limited outreach provision operating within Middlesbrough town centre, resulting in missed opportunities to engage individuals at an early stage and connect them with the support they require. The Navigator posts would help address this gap by providing a dedicated resource to build relationships, undertake targeted outreach and coordinate referrals into relevant support services including housing, health, substance misuse, mental health and wider community-based provision.

**Staffing**

Middlesbrough Council will employ the new Neighbourhood Safety Wardens and Neighbourhood Navigators. Cleveland Police will employ the new PCSOs and the CCTV Operator will be employed by Vistech via the existing CCTV/security contract with Middlesbrough Council.

**Logic Model**

The Logic model below summarises the proposed activities and expected outputs, outcomes & impacts. Also attached at appendix 14.

| Inputs<br>(Funding/Resources)                 | Activities<br>(Monitor)                                                           | Outputs<br>(Quantify & Monitor)                                                 | Outcomes<br>(Monitor & Evaluate)                                                                         | Impact<br>(Evaluate)    |
|-----------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------|
| TV IZ funding<br>£1,300,000                   | <b>Protection:</b> Dedicated & Visible Town Centre Enforcement Presence           | 1 new partnership formed<br>Patrols completed (number of hours to be tracked)   | Improved perception of safety & increased confidence from residents, visitors, investors and students    | £2,784,929 Increase GVA |
| Other match Middlesbrough Council<br>£140,143 | <b>Protection:</b> Dedicated Town Centre CCTV monitoring                          | 60 businesses engaged<br>6 Enforcement Officer posts (4x NSW & 2x PCSO) created | 5% Increase in town centre footfall                                                                      |                         |
| Other match Cleveland Police<br>£937,807      | <b>Prevention:</b> Multi agency hub including safeguarding & vulnerability triage | 1 multi agency hub created<br>2 Neighbourhood Navigator posts created           | Number of recorded victim based crimes                                                                   |                         |
|                                               | <b>Provision:</b> Support workers                                                 | 1 CCTV Operator post created                                                    | Number of reported incidents of nuisance asb in town centre                                              |                         |
|                                               |                                                                                   |                                                                                 | Number of suspects associated with victim based crime                                                    |                         |
|                                               |                                                                                   |                                                                                 | Number of recorded victims associated with a victim based crime on 2 or more occasions in last 12 months |                         |
|                                               |                                                                                   |                                                                                 | Number of arrests in town centre                                                                         |                         |
|                                               |                                                                                   |                                                                                 | Number of stop & searches in town centre                                                                 |                         |

By addressing the challenges set out in the Strategic Case, the project supports the vision to create a safer and more welcoming Middlesbrough town centre. It will improve public confidence and perceptions of safety, support business vitality, and help unlock growth across all town centre businesses, including those in the creative and digital sectors. In doing so, the project will enhance Middlesbrough’s reputation as a vibrant, innovative and secure destination.

The project will also help create a safer, more desirable urban living and working environment for the current and future workforce, supporting the wider ambition to make Middlesbrough town centre a place where people want to live, work, visit and invest.

At this stage, it is not yet clear whether the activities proposed within this Business Case will be sufficient to deliver a noticeable change. However, as this is a pilot project, and

following assessment of several alternative options against the critical success factors, the proposed approach was identified as the preferred way forward. It is therefore appropriate to test the model through this pilot. The project will be closely monitored throughout its lifetime so that any changes in behaviour, reporting patterns or outcomes can be identified, recorded and used to inform future decision-making.

### **Recorded Crime & Incidents of ASB**

Crime is currently increasing and is anticipated to continue this trajectory as a result of a number of factors. These include increased presence and visibility, increased public confidence in reporting and the outcome of the sentencing act 2026 which will have a direct impact on how offenders are dealt with through the criminal justice system with more being managed in the community.

Incidents of anti-social behaviour are also expected to increase in the first instance. Again, this is due to increased visibility and police presence within the town centre area along with the public's confidence to report this activity to the police/local authority.

### **For information - Facial Recognition Technology**

The inclusion of Facial Recognition Technology (FRT) within this pilot was explored and **ruled out** due to:

- High initial investment costs
- Privacy and legal concerns
- Algorithmic bias caused by bad data
- Potential to become over reliant

### **For information - Community Safety Accreditation Scheme (CSAS)**

The Community Safety Accreditation Scheme (CSAS) provides non-police staff, such as security guards, wardens, and traffic officers, with targeted, accredited police powers under the Police Reform Act 2002 to help manage low-level crime and anti-social behaviour.

These powers, which vary depending on the local police force's agreement, may include:

- **Requesting Names and Addresses:** Power to require a person's name and address for acting in an anti-social manner.
- **Surrendering Alcohol/Tobacco:** Authority to confiscate alcohol from adults drinking in designated public places and remove alcohol or tobacco from minors.
- **Fixed Penalty Notices (FPNs):** Issuing FPNs for specific offences such as littering, graffiti or fly-posting.
- **Anti-Social Behaviour Management:** Power to deal with begging and other low-level nuisance behaviours

## **CASE 1: STRATEGIC CONTEXT**

Key messages:

- Overcoming real and perceived crime and anti-social behaviour issues are key to rebuilding public confidence, regenerating the local economy and increasing footfall in the town centre
- Creating an urban living and working environment for the workforce, which is a safer more desirable place to be

- Important foundation to support growth in the digital & creative sector as proposed in the TVIZ
- Focus on 3Ps – Protection, Prevention & Provision – to provide holistic approach to tackling crime and ASB

**1.1 What are the key SMART objectives of this Investment Proposal? Please demonstrate how it will contribute to the objectives of the TVIZ**

**Logic Model in the Evidence Pack to be completed.**

**Objective 1: Protection**

Increase visible and enforceable town centre presence to make an immediate impact on crime, anti-social behaviour, safety and public confidence in Middlesbrough town centre.

**Success Measures**

- Reduce crime, including retail crime
- Reduce anti-social behaviour in the town centre
- Improve perceptions of safety in the town centre
- Increase the rate of crime reporting
- Increase the number of town centre patrols
- Increase CCTV monitoring hours
- Increase the number of businesses engaged
- Create enforcement officer posts

**Objective 2: Prevention**

Enable longer-term, more sustainable change by improving the effectiveness of prevention measures and strengthening access to existing support services, including public health, homelessness, housing, and drug and alcohol services.

**Success Measures**

- Increase the number of services working in a more coordinated way
- Establish an integrated partnership/hub model
- Increase the number of beneficiaries supported through better integrated services
- Reduce offending/repeat offending

**Objective 3: Provision**

Provide targeted support for individuals with the most complex needs, including those at risk of offending, repeat offenders, to complement prevention activity and improve outcomes for those who are hardest to reach.

**Success Measures**

- Number of support worker posts created
- Number of beneficiaries supported
- Number of secondary support services accessed

Within three years:

- Achieve reduction in anti-social behaviour

- Achieve reduction in reported crimes
- Improve perceptions of safety and public confidence
- Increase footfall in the town centre
- Stimulate private investment and positive economic activity
- Establish long-term partnership options for safety and regeneration

### **Key Outputs**

Jobs created – 9 new jobs to be created

New Partnership formed – 1 new partnership

New Crime & Safety Initiative – 1 new initiative

Businesses engaged – 60 businesses engaged

Below are additional crime and ASB outputs & outcomes to be monitored. For full details with agreed definitions please see appendix 1.

With regards to these additional outputs & outcomes, where there is no historical data available, and as detailed in section 5.8, in terms of baseline data, it was agreed that May 2026 would be the starting point. Baseline data can be found at appendix 2.

### **Other Outputs**

Town Centre Patrols - Number of hours spent in the town centre area on visible proactive patrols by Police Officers / PSCOs – to be expressed as a % of total hours available (excluding time spent in police buildings)

Arrests – Number of individuals arrested in the town centre for any offence & number of crimes occurring in the town centre where an arrest has been made – to be expressed as a % of the number of crimes occurring in the town centre

Stop and Search – Number of stop & searches carried out in the town centre area - proportion of stop and searches carried out in the town centre area which result in a positive outcome i.e. an arrest

**NB.** There are two volumetric measures relating to arrests. The first is based on a count of the number of people arrested in the town centre area (for any offence) whilst the second is based on a count of crimes occurring in the town centre which have resulted in at least one person being arrested. The latter figure has been used to calculate the 'arrest rate' and this remains subject to further change as and when subsequent arrests are made. So, they are counting slightly different things, but both are relevant and therefore have been included for full transparency.

### **Outcomes**

Recorded crime - Number of recorded victim-based crimes occurring in the town centre – to be expressed as a % of the number of people visiting the town centre (footfall)

ASB - Number of reported incidents of nuisance anti-social behaviour occurring in the town centre – to be expressed as a % of the number of people visiting the town centre (footfall)

Repeat offending - Number of suspects associated with a victim-based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months – to be expressed as a % of the total number of suspects committing crimes in town centre area

Repeat victimisation - Number of victims associated with a victim -based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months – to be expressed as a % of the total number of victims associated with crimes in town centre area

Contribution to the objectives of the Tees Valley Investment Zone

- **Addresses a barrier already identified by Tees Valley Investment Zone (TVIZ)** by tackling crime, anti-social behaviour and poor perceptions of safety in Middlesbrough town centre, which affect economic growth, private sector confidence and inward investment.
- **Supports the growth conditions around key sector strengths**, including digital and creative, by helping make the town centre a safer and more attractive place for businesses, workers, students and visitors.
- **Strengthens the impact of wider IZ activity** by improving the environment around business support, innovation, specialist space and planning interventions already being brought forward through the programme.
- **Supports regeneration ambitions in Middlesbrough town centre**, including more homes, jobs, stronger links between the university, Boho and the wider centre, and a more mixed-use place where people want to live and work.

## 1.2 How will the proposal address opportunities and challenges identified for the Tees Valley Investment Zone?

This proposal addresses a challenge already identified through the TVIZ: Middlesbrough has clear economic growth potential, including recognised strengths in the digital and creative sectors, but the condition and perception of the town centre continue to hold that potential back. The TVIZ logic model identifies town centre safety and security as a barrier to economic growth, private sector confidence and inward investment.

That matters because Middlesbrough already has a strong platform to build on. The Middlesbrough Development Corporation (MDC) Masterplan sets out plans for more homes, jobs, better public realm, stronger links between the university, Boho and the wider town centre, and a more mixed-use environment that supports living, working and investment. The Economic Impact Assessment shows that Middlesbrough is already shifting away from reliance on traditional retail and towards a more varied town centre economy based on office space, leisure, culture, higher education and town centre living.

Recent local evidence shows why this still needs attention. Middlesbrough Council's TS1 data records 799 anti-social behaviour incidents in 2024/25, compared with 782 in 2023/24, alongside 3,730 recorded crimes in the town centre area in 2024/25. Although this is lower than the 4,159 crimes recorded in 2023/24, the council's own position is that crime and anti-social behaviour remain a significant issue in central Middlesbrough.

There are also signs that targeted action is having some effect. Cleveland Police reported in January 2026 that shoplifting in Middlesbrough was down 8.3% over the previous 12 months and commercial burglaries were down 22%, with December commercial burglaries down by more than 71% compared with December 2024. The same update noted that Middlesbrough neighbourhood policing teams had received six additional officers, four of them dedicated to town centre work. This shows that visible intervention can improve conditions, but also that sustained effort is still needed.

This has a direct bearing on the opportunities the Investment Zone is trying to unlock. Future growth in sectors such as digital and creative depends on more than business support, innovation funding and workspace. It also depends on whether the town centre works as a place for staff, students, visitors and investors. The wider TVIZ case recognises that concerns about crime, safety and anti-social behaviour affect staff attraction and inward investment.

That is particularly relevant at a point when Middlesbrough is trying to broaden its appeal. The latest footfall report shows 1,046,678 visitors in December 2025, down 3.8% year-on-year, with year-to-date footfall 4.8% down on the previous year. Footfall is influenced by a range of factors, but these figures reinforce the view that confidence in the town centre remains fragile.

The proposal helps by improving the conditions around wider Investment Zone activity already underway. A stronger visible presence, better coordination between agencies, and a clearer response to anti-social behaviour and crime should improve confidence in the town centre and support Middlesbrough's wider growth and regeneration ambitions.

### **1.3 Are there any other relevant plans and strategies that aren't included in IZ programme level Gateways that help demonstrate strategic fit?**

In addition to the TVIZ programme-level gateways, the proposal aligns strongly with a range of local and national plans and strategies, which together demonstrate a clear strategic fit for intervention in Middlesbrough town centre.

At the local level, the proposal aligns with the Middlesbrough Community Safety Plan 2024–26, which is built around the priorities 'Feel Safe', 'Be Safe' and 'Stay Safe'. The Plan includes objectives to reduce crime and anti-social behaviour, improve community cohesion, reduce substance misuse, tackle violence, and address underlying neighbourhood issues through partnership working. The proposal supports those aims through a combination of visible reassurance, prevention and support for people with more complex needs.

The project is also closely aligned with the MDC Masterplan, which sets out a vision for a more connected, investable and liveable town centre. The Masterplan identifies the need for clean and safe streets, more homes, more jobs and stronger links between key parts of the centre, and treats community safety as a cross-cutting issue. Confidence in the town centre environment is essential if wider regeneration is to succeed.

There is also strong alignment with the Cleveland Police & Crime Plan 2024–29 which prioritises reducing crime, anti-social behaviour and harm; delivering more visible and effective policing; improving safety for women and girls; supporting victims and vulnerable people; and tackling offending and re-offending. The Plan also recognises the importance of safe and welcoming town centres for communities, businesses and visitors.

At the national level, the proposal also aligns with the Government's Safer Streets Mission, part of the wider Plan for Change. The Mission aims to reduce serious harm and increase public confidence in policing and the criminal justice system, with visible neighbourhood policing identified as a key part of that approach. It is particularly relevant here because it recognises that anti-social behaviour and shoplifting have left town centres exposed, and that safer high streets matter for businesses as well as communities.

Taken together, these documents show that the proposal has a strong strategic fit across community safety, town centre regeneration, Investment Zone delivery, digital-sector growth, public confidence, and the Government's wider ambition for safer streets and stronger neighbourhood policing.

A full list of documents used to support the Strategic Case can be found at appendix 3.

### **1.4 What are the key issues / gaps that the proposal will address? Include evidence of market failure and the need for public intervention.**

A central issue this proposal addresses is that crime and anti-social behaviour continue to weaken confidence in Middlesbrough and reduce the attractiveness of the town centre as a place to live, work and invest in. While the town centre has an important role in Middlesbrough's wider regeneration and economic growth, crime-related deprivation remains a significant constraint on ambition.

The most up-to-date national evidence underlines the scale and severity of the issue. The Index of Multiple Deprivation 2025 shows that Middlesbrough is one of the most crime-deprived places in England. Middlesbrough ranks 2nd nationally on the crime domain by average score and 4th nationally by average rank, and more than 54% of neighbourhoods (LSOAs) in Middlesbrough fall within the most deprived 10% nationally for crime, the highest proportion of any local authority area.

The Town Centre Economic Impact Assessment reinforces this, identifying the high crime rate and negative perception of the area as continuing weaknesses even as the centre diversifies and shifts towards a more mixed-use economy. This means wider regeneration and business support activity may not achieve full impact if the surrounding environment continues to feel unsafe.

There is also a clear gap between the scale of the problem and the level of response that can be sustained. Crime and anti-social behaviour in the town centre are linked to a wider set of pressures, including offending, vulnerability, substance misuse, rough sleeping and environmental disorder. These issues cut across policing, council services, health partners, businesses, landlords and the university, which means effective action depends on visible presence, coordination and sustained partnership working rather than isolated or shorter-term measures.

This creates a clear case of market failure and the need for public intervention. A safer town centre generates benefits that are shared widely across the local economy and community, including improved business confidence, better recruitment and retention of staff, stronger conditions for inward investment, and a better environment for residents, workers and visitors. However, no individual business or organisation can capture those benefits on its own, or justify the level of investment needed to deliver them.

The proposal is therefore designed to address three linked gaps: the severity of crime-related deprivation and its effect on confidence in the town centre; the mismatch between the complexity of the issue and the level of coordinated, visible response that can currently be sustained; and a market failure where the benefits of a safer town centre are widely shared but the costs are not met by the market. Public, place-based intervention is justified not only to reduce crime and anti-social behaviour, but to support confidence, regeneration and longer-term economic growth in Middlesbrough.

**1.5 Specify the main risks to delivery and mitigating actions. These should include:**

- o **Business Risks** - retained by the organisation
- o **Service Risks** - may be shared with the supply side, as required i.e., funding and operational phases of the proposal
- o **External Risks** - such as inflation, legal, regulatory, etc.

**Risk Register to be supplied as part of this Investment Proposal.**

The main risks to delivery are summarised below. A detailed risk register will be maintained and reviewed through Middlesbrough Council's project management procedures and the project Steering Group.

### **Business risks**

A key business risk is delay to recruitment of Middlesbrough Council posts, including Neighbourhood Safety Wardens and Neighbourhood Navigators, which could slow mobilisation and reduce the level of service available in the early months of the pilot. This risk is being mitigated by preparing recruitment documentation in advance, aligning approval timetables with Middlesbrough Council's Executive decision, and using phased mobilisation so that elements of the project can begin as posts are filled.

There is also a partnership and governance risk across Middlesbrough Council, Cleveland Police, the OPCC and TVCA. If roles, reporting responsibilities or decision-making routes are unclear, this could affect delivery, monitoring and claims. This will be mitigated through formal funding and partnership agreements, clearly defined responsibilities for each partner, and regular oversight through the Steering Group.

Should a decision be taken to sell the building in which the hub will be located there may be a need to relocate services and the CCTV suite. Middlesbrough Council own a number of other sites where services could be relocated but the CCTV suite would require specific consideration in terms of its technical requirements and any downtime that might be needed whilst relocating.

As a three-year pilot, there is a longer-term sustainability risk if the project demonstrates positive impact but no continuation funding is identified. This will be mitigated by embedding monitoring and evaluation from the outset, building the evidence base for continuation, and considering future funding or partnership options well before the end of the pilot period.

### **Service risks**

A key service risk is delay to recruitment or onboarding of the additional PCSOs and other operational staff, which could reduce the visible enforcement and reassurance presence in the town centre. Cleveland Police has identified the additional PCSO requirement through recent recruitment activity, and delivery phasing will allow available resources to be deployed while any remaining posts are filled.

There is a risk that CSAS accreditation for the Neighbourhood Safety Wardens could take longer than expected, delaying the use of enhanced powers. This will be mitigated by beginning the accreditation process at the earliest opportunity, working closely with Cleveland Police on timescales and requirements, and phasing deployment so that wardens can begin core duties while accreditation is completed where appropriate.

There is also an operational risk that demand on the hub and wider town centre response exceeds planned capacity, particularly where individuals present with multiple and complex needs. This will be mitigated through detailed staffing and shift planning, proactive CCTV monitoring, multi-agency triage, and the ability to flex operational deployment in response to emerging demand.

A further service risk is that recorded incidents of crime and anti-social behaviour may initially increase because the project creates more visible presence, improves intelligence and increases public confidence in reporting. This could create a perception that the project is underperforming. To mitigate this, performance will be monitored using both volume measures and contextual indicators, with clear communications on the difference between improved reporting and underlying trends in safety and offending.

There is also a delivery dependency linked to the CCTV Monitoring Officer post being provided through an existing contract arrangement. This will be managed through early liaison with the contractor, confirmation of delivery arrangements, and ongoing contract and performance monitoring by Middlesbrough Council.

#### **External risks**

External cost pressures, including pay awards, inflation and wider operating cost increases, may place pressure on the fixed funding envelope and reduce flexibility within the pilot. This will be mitigated through regular budget monitoring, active management of spend profiles, and early escalation of any material cost pressures through project governance.

There is also a legal and regulatory risk associated with accreditation, data sharing, grant compliance and wider public sector governance. This will be mitigated through use of existing governance processes, legal review where required, clear information-sharing arrangements, and compliance with the conditions of grant funding and relevant legislation.

There will be local elections in Middlesbrough in 2027, and a change in political leadership could affect the priority given to the project. This risk will be mitigated through robust monitoring and evaluation arrangements to demonstrate successful delivery and positive outcomes for the town centre. In addition, formal legal agreements will be in place and adhered to by all parties, providing greater assurance that delivery will continue for the lifetime of the project.

Finally, there is a reputational risk if public expectations of immediate improvement are not met, particularly where the project makes issues more visible in the short term. This will be mitigated through a coordinated communications approach, regular reporting of progress and learning, and clear explanation of the pilot's phased implementation and intended outcomes.

Risk Register can be found within the Evidence Pack.

#### **1.6 Specify any constraints that have been placed on the proposal, including any external conditions that could impact on deliverability e.g., geographical boundaries, timescales for expenditure, sector restrictions, etc.**

- Geographical: The area of the pilot is defined by the MDC Boundary, in Middlesbrough town centre
- Duration: The pilot is time bound to 3 years
- Funding envelope: the sum has been allocated as part of the IZ programme.
- Regulatory: the operation of the scheme must comply with accredited security protocols
- Legal: the service must comply with subsidy control regulations
- Exit Strategy: the funding is for a pilot, the ongoing plan to fund the continued provision must be developed should the provision continue beyond the 3-year term.

#### **1.7 Specify any dependencies outside of the proposal upon which successful delivery is dependent e.g., identifying appropriate partners for a consortium bid, etc.**

The pilot is successful if it achieves a reduction in the levels of crime and anti-social behaviour in Middlesbrough town centre, and public perception is improved. This can be used to make the case for continuing the scheme.

This is dependent upon

- Successful partnership working, including with Cleveland Police, the OPCC and TVCA
- Stakeholder engagement with businesses to create neighbourhood collaboration to reduce crime
- Precise & timely communication plans with the public

## CASE 2: ECONOMIC CONTEXT

### Key messages:

- A long list of 11 options has been identified and considered against 6 Critical Success Factors.
- Five options have been shortlisted alongside Option 1 'do nothing'. Four further options have been taken forward all of which are variations of a multi-agency hub approach.
- There will be many social benefits from the project including providing intensive signposting/support to those that are vulnerable/with the most complex needs together with a reduction in crime and anti-social behaviour.
- The project will generate 9 new additional and accessible FTE jobs for the local population.
- Option 10 is the preferred way forward scoring highest across the options for economic considerations.

### 2.1 What is critical to the successful delivery of this Investment Proposal?

**Note:** Strategic Context, Business Needs, Benefits, Supply Chain, Affordability and Achievability should be considered where appropriate and tailored, as required, to this Investment Proposal

| Critical Success Factor                                                                                                                                         | Description and SMART Measure of Success                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Support <b>strategic fit</b> and wider ambitions that maximises the growth potential of the town centre through ensuring it is a vibrant and secure destination | Must address/respond to the opportunities and challenges detailed within the IZ Programme, Middlesbrough Council's Community Safety Plan, MDC Masterplan & Middlesbrough's Place Strategy. Strategic vision is 'To transform Middlesbrough town centre into a dynamic, industrious and business-friendly destination evolving from a predominantly retail space into a vibrant, mixed-use hub that drives increased footfall, strengthens business confidence and enhances long-term viability through a collaborative, multi-agency approach'. |
| <b>Adds value</b> to existing services                                                                                                                          | Must fully utilise existing resource and activity wherever possible (including facilities and provision) to avoid duplication and unnecessary costs and add value to what is already in place to seamlessly support both the day-time and night-time economy.                                                                                                                                                                                                                                                                                   |
| Provides <b>affordable</b> intervention                                                                                                                         | Project to be delivered within the maximum budget of £1.3m (to include stakeholder engagement, marketing, data collection & evaluation). Minimum of £500k match to be provided.                                                                                                                                                                                                                                                                                                                                                                 |
| Provides dedicated and visible Town Centre Safety <b>protection and enforcement</b>                                                                             | Improved protection measures to improve safety in the town centre directly to reduce crime (including retail) and ASB. Must be a dedicated, visible resource within the Town Centre. Any additional resource to have maximum 'powers' of enforcement to ensure maximum impact.                                                                                                                                                                                                                                                                  |
| Improves <b>intelligence and monitoring</b> of Town Centre safety (e.g. crime and ASB)                                                                          | Improved monitoring of safety in the town centre such as through dedicated resource for CCTV monitoring.                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                      |                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ensure long term sustainable and holistic change through maximising effectiveness of <b>prevention</b> measures and <b>provision</b> | Enhanced signposting to existing support services (such as public health, homelessness, housing, drugs and alcohol etc) that's accessible whilst also directly addressing any key gaps in provision. |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**2.2 What options for delivery have you considered and why were they discounted?**

**NOTE:** This should include existing arrangements where they exist.

A long list of 11 options has been developed.

| Options                        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Option 1: Do nothing           | <b>Status quo</b> is maintained                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Option 2: Do minimum           | <b>Resource to monitor Town Centre CCTV</b> . Put in provision to monitor CCTV & provide intelligence around crime and safety                                                                                                                                                                                                                                                                                                                                                                     |
| Option 3: Do something         | <b>Increase visible presence in Town Centre - No delegated powers:</b><br>3a. Town Centre Ambassadors (volunteers) - Visible street presence from various outreach support services<br>3b. Street Wardens - Council employed uniformed wardens focusing on environmental issues, reassurance & compliance<br>3c. Private security - Contracted security staff to provide visible presence, responsible for escalating incidents to appropriate enforcement authorities                            |
| Option 4: Do something         | <b>Increase visible presence in Town Centre - With delegated powers:</b><br>4a. Introduce street wardens accredits via CSAS<br>4b. PCSOs - Uniformed PCSO staff focused on visibility, engagement & low level enforcement<br>4c. Contract private security firm with delegated powers - Contracted security staff operating under agreed protocols, potentially accredited via CSAS<br>4d. Increase Police Officers in Town Centre - More visibility of uniformed officers within the town centre |
| Option 5: Do something         | <b>Dedicated multi-agency Tasking Team (No physical hub)</b> - A coordinated, intelligence-led team operating without a shared physical base but meeting daily/weekly for structures tasking                                                                                                                                                                                                                                                                                                      |
| Option 6: Do something         | <b>Dedicated multi-agency hub through enhancing Safe Haven at Middlesbrough Bus Station</b> - Builds on the existing Safe Haven model currently operating in the evenings to support the night-time economy, expanding it into a full-day, full-spectrum Safer Middlesbrough Hub operating as a visible, intelligence-led multi-agency tasking base in the heart of Middlesbrough town centre                                                                                                     |
| Option 7: Do something         | <b>Dedicated multi-agency hub within Live Well Centre</b> - Embed the Safer Middlesbrough Hub within an existing public health and wellbeing setting to integrate enforcement with support services. Full daytime <b>ONLY</b> operational hub                                                                                                                                                                                                                                                     |
| Option 8: Do something         | <b>Stand Alone Visible Hub (No Public Access)</b> Secure a unit within a central shopping centre location (e.g. The Cleveland Centre or similar town centre retail location), highly visible but not directly accessible to the public. Create a town centre enforcement and disruption hub focusing specifically on ASB, crime, retail theft and persistent offenders, without co-located treatment services. Daytime <b>ONLY</b>                                                                |
| Option 9: Do something         | <b>Direct provision</b> to support those with complex needs that are repeat offenders such as through a Dual diagnosis team/ support workers/ navigators which sit outside of enforcement                                                                                                                                                                                                                                                                                                         |
| <b>Option 10: Do something</b> | <b>Hybrid of options 2, 4, 6 and 9</b> - Protection measures through more presence and enforcement in the town centre, with prevention measures through a physical multi-agency hub (Bus Station) and dedicated provision for more intensive support for top repeat offenders                                                                                                                                                                                                                     |
| Option 11: Do maximum          | <b>Option 10 plus</b> additional enforcement staff and extended multi-agency hub opening hours. Increase protection measures through greater numbers of enforcement staff recruited and deployed in the town centre and 24/7 opening hours of a multi-agency hub.                                                                                                                                                                                                                                 |
|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

Also captured in tab 2.1 in the Evidence pack.

The do nothing or status quo option retains the current level of security in the town centre with no additional support from other agencies.

The do something options vary between increasing the visible presence on the streets either with the existing or increased delegated powers to the development of a number of different Hub options which would also include a resource for proactively monitoring the existing CCTV.

Each option can be varied with different delivery mechanisms, number of posts, duration and funding options.

A full options appraisal was carried out assessing each option against the critical success factors. A matrix can be found in tab

**2.3 Confirm what the recommended option is together with justification for choosing this option and reference to critical success factors.**

The preferred way forward is **Option 10** which is a hybrid of several of the long list options and includes an Enhanced Safe Haven Hub (at the Bus Station where there is existing infrastructure) with prevention measures through a multi-agency approach, together with increased presence and enforcement. Also dedicated provision for more intensive support for top repeat offenders and the most vulnerable individuals.  
Option 10 also provides the strongest BCR at 1.6.  
Calculations can be found at appendix 4.

**2.4 Please state what TVIZ Outputs / Outcomes the investment proposal will achieve under the relevant Intervention?**

| <b>CRIME AND SAFETY</b>                         |                              |             |              |              |              |              |              |
|-------------------------------------------------|------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|
| <b>Output Code</b>                              | <b>Output Indicator</b>      | <b>Unit</b> | <b>25/26</b> | <b>26/27</b> | <b>27/28</b> | <b>28/29</b> | <b>Total</b> |
| New partnerships formed                         |                              | Number      |              | 1            |              |              |              |
| New crime and safety initiatives                |                              | Number      |              | 1            |              |              |              |
| Additional patrols completed                    |                              | Number      |              |              |              |              |              |
| Businesses actively engaged                     |                              | Number      |              | 60           |              |              |              |
| Enforcement officer posts created and deployed  | Neighbourhood Safety Wardens | Number      |              | 4            |              |              |              |
|                                                 | PCSOs                        | Number      |              | 2            |              |              |              |
| Data collection and analysis - annual reporting |                              | Number      |              |              |              |              |              |

**PLEASE INSERT ANY FURTHER SUGGESTED MEASURES FOR REVIEW**

| <b>Suggested Output/ Outcome Indicator</b> | <b>Unit</b> | <b>25/26</b> | <b>26/27</b> | <b>27/28</b> | <b>28/29</b> | <b>Total</b> |
|--------------------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Jobs created – CCTV Operative              | Number      |              | 1            |              |              |              |
| Jobs created – Neighbourhood Navigators    |             |              | 2            |              |              |              |

Job descriptions can be found at appendix 5

As detailed in 1.1 above:

**Other Outputs**

Town Centre Patrols - Number of hours spent in the town centre area on visible proactive patrols by Police Officers / PSCOs – to be expressed as a % of total hours available (excluding time spent in police buildings)

Arrests – Number of individuals arrested in the town centre for any offence & number of crimes occurring in the town centre where an arrest has been made – to be expressed as a % of the number of crimes occurring in the town centre

Stop and Search – Number of stop & searches carried out in the town centre area - proportion of stop and searches carried out in the town centre area which result in a positive outcome i.e. an arrest

### **Outcomes**

Recorded crime - Number of recorded victim-based crimes occurring in the town centre – to be expressed as a % of the number of people visiting the town centre (footfall)

ASB - Number of reported incidents of nuisance anti-social behaviour occurring in the town centre – to be expressed as a % of the number of people visiting the town centre (footfall)

Repeat offending - number of suspects associated with a victim -based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months – to be expressed as a % of the total number of suspects committing crimes in town centre area

Repeat victimisation - number of victims associated with a victim -based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months – to be expressed as a % of the total number of victims associated with crimes in town centre area

### **2.5 How were these outputs/outcomes calculated (include assumptions used and baseline information)**

The staffing mix has been developed on the basis of identified need, delivery requirements and operational challenges, ensuring a balanced and proportionate approach to implementation.

#### **Current Position**

2 PCSOs

4 Street Wardens (standard powers)

No current Neighbourhood Navigators

No current CCTV Monitoring resource

Support from the Head of Performance, Quality and Review at Cleveland Police was provided to help determine the most appropriate measures of success for this type of project. For some indicators it was agreed to set a directional reduction target against the proposed baseline, this means that there is a commitment to reduce the incidences eg repeat offending whilst determining the baseline and final numbers.

## CASE 3: COMMERCIAL CASE

### Key Messages:

- There is no subsidy – public sector to public sector
- There is no procurement required. Delivery is via a multi-agency partnership
- The proposed location is within the ownership of Middlesbrough Council where there is existing infrastructure in place

### 3.1 Subsidy Control

Annex 1 of the Statutory Guidance for implementation of the Subsidy Control Act 2022 sets out a four limbed test to determine whether financial assistance meets the definition of a subsidy:

- Limb A: Financial assistance must be given, directly or indirectly, by a public authority from public resources
- Limb B: Financial assistance must be provided to one or more enterprises, that confers an economic advantage on that enterprise over other enterprise(s)
- Limb C: In order to constitute a subsidy, financial assistance provided by a public authority must benefit one or more enterprises over one or more other enterprises with respect to the production of goods or provision of services
- Limb D: Financial assistance which has or is capable of having an effect on competition or investment in the UK or international trade or investment

It is considered that the funding for this project is unlikely to constitute a subsidy:

- Limb A is Met - funding is provided by a public authority
- Limb B is Not Met – funding is not provided directly to an enterprise that confers and economic advantage as the funding will be provided to Middlesbrough Council as the lead partner and Cleveland Police (via the OPCC) which are not enterprises in this context within the meaning of the Subsidy Control Act 2022. It does not offer goods and services on a market and this funding will not fund economic activity.
- Limb C is Not Met – funding does not provide benefit with respect to the production of goods or services, as the funding is to pay for a public service pilot
- Limb D is Not Met – the use of funding for this local project is unlikely to have any effect on competition

TVCA's Legal checklist has been completed and reviewed by TVCA Legal Team. Copy on file.

### 3.2 Delivery Mechanism

This is a partnership project, with Middlesbrough Council acting as the lead applicant. TVCA will contract directly with Middlesbrough Council, which will in turn put a grant agreement in place with the Office of the Police and Crime Commissioner (OPCC). Middlesbrough Council will be responsible for recruiting to the new Neighbourhood Safety Warden and Neighbourhood Navigator posts, as well as for the direct delivery of the Enhanced Safe Haven Hub. The new PCSO posts will be recruited by Cleveland Police, although the associated funding will flow via the OPCC (see note below). The new CCTV Monitoring Officer post will be recruited by Vistech through the existing CCTV/security contract with Middlesbrough Council. Middlesbrough Council will also be responsible for obtaining quarterly financial and output information from the OPCC and/or Cleveland Police, and for compiling and submitting the

standard claims and monitoring returns to TVCA on a quarterly basis, in arrears. Payments will be made directly to Middlesbrough Council and, in accordance with the agreement with the OPCC, Middlesbrough Council will then pass on the relevant contribution in line with the financial and output information provided.

Each partner organisation will have an agreed set of financial and output data to collect and share. During project development, all partners were involved in agreeing the definitions and measures to be used throughout delivery, ensuring that consistent and appropriate information is captured from the outset.

**NB.** PCC Offices receive funding from the Home Office together with the contributions from Local Authority council tax and are responsible for setting overall budgets for their local force. However Chief Constables have day-to-day responsibility for managing their budget within the framework set by the PCC.

When the PCC receives the funding from Middlesbrough Council, the OPCC will increase the amount of budget available to the Force to deliver against the agreement that is put in place.

The Force will manage and report against this increased funding and will be responsible for reporting back to the OPCC and the Council.

### 3.3 Procurement Approach

There is no procurement required.

### 3.4 External Permissions and Studies

#### 3.4.1 Feasibility Studies

Not required

#### 3.4.2 Land Ownership

Not required

#### 3.4.3 Planning Permission

Not required

#### 3.4.4 Detailed Design

Not required

## CASE 4: FINANCIAL CASE

### Key Messages:

- The overall revenue cost of the project is **£2,282,132** (£1,300,000 grant + £982,132 match)
- Costs are predominantly in relation to the extended opening and operation of the Hub and salaries for the additional staff together with associated equipment, training and accreditation costs
- Middlesbrough Council will be providing match funding in the form of covering the rental costs for the extended opening together with officer time needed to deliver the project successfully
- Cleveland Police are contributing match from April 2026 in the form of 4 PCs which were allocated to Middlesbrough Town Centre.

### 4.1 Summary of Expenditure and Funding

*Guidance note: Record your calculations in the Evidence Pack workbook, copy and paste a jpeg of the annual summary information table below. Ensure the table shows the total expenditure each year of the Programme / Project, for capital and revenue expenditures; and will also show the sources of funding to cover these costs, from TVCA Investment Funds and elsewhere.*

|                                  | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>Total</b>     |
|----------------------------------|----------------|----------------|----------------|------------------|
|                                  | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>         |
| Rent                             | 12,093         | 16,116         | 16,116         | 44,325           |
| Running Costs                    | 5,738          | 7,640          | 7,640          | 21,018           |
| CCTV Monitoring Officer          | 33,849         | 45,132         | 45,132         | 124,113          |
| NSOs-Salaries                    | 110,115        | 188,784        | 188,784        | 487,683          |
| Replacement Uniforms & Cameras   | 0              | 2,190          | 0              | 2,190            |
| Radios, Uniforms & Cameras       | 10,944         | 0              | 0              | 10,944           |
| CSAS Accreditation               | 10,840         | 0              | 0              | 10,840           |
| PCSOs Salaries                   | 68,512         | 117,448        | 117,448        | 303,408          |
| PCSOs Training & Equipment       | 13,100         | 0              | 0              | 13,100           |
| Neighbourhood Navigators         | 52,141         | 89,372         | 89,372         | 230,885          |
| Project Manager                  | 12,922         | 22,152         | 22,152         | 57,226           |
| NSO                              | 8,713          | 14,940         | 14,940         | 38,593           |
| PCs allocated to town centre     | 312,600        | 312,600        | 312,607        | 937,807          |
| <b>Total Revenue Expenditure</b> | <b>651,567</b> | <b>816,374</b> | <b>814,191</b> | <b>2,282,132</b> |
| <b>Income</b>                    |                |                |                |                  |

|                             |                |                |                |                  |
|-----------------------------|----------------|----------------|----------------|------------------|
| Middlesbrough Council       | 12,093         | 16,116         | 16,116         | 44,325           |
| Cleveland Police            | 312,600        | 312,600        | 312,607        | 937,807          |
| IVCA -IZ Grant              | 326,874        | 487,658        | 485,468        | 1,300,000        |
| <b>Total Revenue Income</b> | <b>651,567</b> | <b>816,374</b> | <b>814,191</b> | <b>2,282,132</b> |
|                             |                |                |                |                  |

#### 4.2 Programme / Project Match Funding Sources

£1,077,949 of match will be provided.

Middlesbrough Council match will be in the form of rent for the extended opening and operation of the Hub £44.3k, although the additional running costs will be covered by the project. There will also be officer time via the Project Manager and the Neighbourhood Safety Officer to a value of £95.8k over the 3 year life of the project.

Cleveland Police recruited 4 additional Police Officers to be allocated to the town centre. The costs associated with these posts (£937k) have been included from April 2026. See appendix 16 for letter of confirmation.

#### 4.3 Leverage Funding

There will be no direct income generated by this project, as it is a crime and safety intervention rather than a revenue-generating scheme. However, crime and anti-social behaviour do create wider economic costs for public services, businesses and the local economy, and reducing these pressures is an important part of the project rationale.

If the pilot is successful, it is expected to contribute to wider economic benefits in Middlesbrough town centre, including increased footfall, reducing vacancy levels and higher town centre spend. However, these effects would be indirect and influenced by a range of factors beyond this project alone. For that reason, no formal leverage value has been attributed, and wider spend impacts will not be reported as a direct result of the project.

#### 4.4 Operating Model: projected income and expenditure

There will be no operating income during the pilot period, as this is a grant-funded crime and safety intervention rather than an income-generating service. Operating costs will be met through the approved TVIZ grant allocation together with agreed match funding contributions from project partners.

The operating model is therefore based on a fixed funding envelope over the three-year pilot period, with expenditure focused on staffing, hub operations, training, accreditation, equipment and associated delivery costs. Any wider economic benefits, such as increased footfall or stronger business confidence, would be indirect outcomes of the project and are not treated as operating income within the financial model.

Longer-term sustainability beyond the pilot period will depend on the results of monitoring and evaluation, the strength of the evidence base developed through delivery, and future funding decisions by the project partners.

#### 4.5 What will the TVCA funding be paying for?

TVCA IZ funding will pay for the running costs for the hub for the additional hours of operation and will include gas, electric, water, maintenance etc. Middlesbrough Council will cover the additional rent cost which will be included as cash match. See appendix 6.

IZ funding will also pay for salaries, equipment, training & accreditation where applicable for:

- 4 new Neighbourhood Safety Wardens
- 2 new PCSOs
- 2 new Neighbourhood Navigators
- 1 CCTV Operator
- Any associated equipment, training and accreditation costs

The CCTV Operator will be paid for by the project but via the existing contract with Vistech. Invoices submitted to Middlesbrough Council for payment will include a separate line identifying the salary costs associated with this post.

#### 4.6 Details of other funding routes explored

**Middlesbrough Council** do not have any funding or the necessary resources to be able to deliver this project without external support. Existing services would continue ie. existing street wardens etc but this would not achieve the required impacts anticipated as a result of the proposed way forward.

**Town Centre businesses** – Middlesbrough Council has spoken with town centre businesses to discuss the option of them contributing to the delivery of an improved crime and safety service. However, due to the size and nature of many of the town centre business, the reduction in footfall and the associated impact on business income it is not possible for them to commit to such an initiative.

**Business Improvement District** - The creation of a Business Improvement District (BID) was explored and ruled out.

A BID is funded by a levy charged on all non-domestic ratepayers in the BID area in addition to their non-domestic rates bill. Usually, BIDs charge a levy rate of between 1% and 4% of rateable value.

Taking account of the MDC area, if an assumed 2% levy was applied on approx. £10m (assuming the £5m is rates payable) it would only generate around **£200k per annum**. Maximum yield would be double this.

We would also need to:

- Produce a project plan/business plan setting out how we propose to establish a BID
- Identify funding for the start-up costs
- Establish a BID body ahead of the ballot
- Engage with businesses and stakeholders
- Manage the ballot process

As well as the time the process would take and whilst we could present this to businesses to consider, launching a BID in and of itself, would not be hugely impactful and would not provide sufficient funding for this type of project.

#### 4.7 Type of financial assistance sought

Grant is requested to deliver the project.

#### 4.8 Financial Return to TVCA

There will be no direct financial return to TVCA from this project. This is a three-year grant-funded pilot designed to deliver public safety, regeneration and place-based economic benefits rather than repayable income.

The return to TVCA will therefore be strategic rather than financial, through delivery of Investment Zone objectives, improved conditions for business confidence and growth, and support for a safer and more investable town centre environment in Middlesbrough.

#### 4.9 Financial Risks

The project will operate within a **fixed funding** envelope over a three-year period, and there are a number of financial risks that could place pressure on affordability if not actively managed. A key risk is that staffing costs may increase over the life of the pilot due to pay awards (although we have tried to factor this in), changes in employer on-costs, and any increases in the National Minimum Wage or National Living Wage that affect salary levels either directly or indirectly through contractor pricing. This could place pressure on the budget, particularly across front-line staffing and contracted provision. The risk will be mitigated through prudent budget setting, regular review of staffing cost assumptions, close monitoring of actual expenditure against profile, and early escalation of any material variance through project governance so that mitigating action can be agreed in good time.

There is also a risk that the **operating costs** of the hub, including utilities, maintenance and other day-to-day running costs, could increase above forecast over the three-year period. In addition, if partner use of the hub is lower than planned, there is a risk that the resource is not fully utilised and that value for money is reduced. This will be mitigated through active monitoring of utility and facilities costs, clear operational planning for hub use, regular review of partner attendance and service delivery from the hub, and ongoing management by Middlesbrough Council to ensure the facility is used efficiently and continues to support a coordinated multi-agency response.

A further financial risk relates to the **CCTV Monitoring Officer post** being delivered through the existing Vistech contract rather than by direct employment. This creates a dependency on contractor pricing, contractual performance and the continued availability of the required resource, and may also expose the project to cost variation if contract terms change or wider staffing costs increase. The risk will be mitigated through early confirmation of delivery arrangements with Vistech, clear identification of the cost associated with this post within invoicing, and ongoing contract and performance monitoring by Middlesbrough Council to ensure the service remains deliverable within budget.

There is also a financial risk arising from the project funding and claims process, as grant is expected to be paid **quarterly in arrears**. This means Middlesbrough Council and project partners may need to incur expenditure in advance of reimbursement, and any delay in partner information, evidence or claim submission could place short-term pressure on cashflow. This will be mitigated through a clear claims timetable, agreed responsibilities for the provision of financial and output data, regular liaison between partner finance leads, and early review of claim readiness ahead of each submission period.

Finally, there is a financial risk that some **match funding** contributions, particularly those made in kind through officer time, accommodation or partner resource, may not be evidenced or valued in the way required for audit and funding compliance. If this occurs, it could reduce the recognised level of match and place pressure on the overall funding package. This will be mitigated through clear agreement of match funding methodology at the outset, the use of supporting records such as timesheets and cost schedules, and regular review of evidence requirements with project partners and TVCA.

#### 4.10 Cashflow of Programme / Project

Middlesbrough Council understands that payment will be quarterly in arrears with payments made by TVCA to Middlesbrough Council as the lead partner. Payment terms with the OPCC will be agreed in advance and recorded within the grant agreement. Draft agreement can be found at appendix 7.

## CASE 5: MANAGEMENT CASE

### Key Messages:

- Middlesbrough Council will be the lead partner
- A Grant Agreement will be in place between Middlesbrough Council and the OPCC due to the way in which funding flows to Cleveland Police
- A Steering Group including all key stakeholders will meet quarterly to monitor progress, risks & effectiveness of the project

### 5.1 Delivery Partners

#### **Middlesbrough Council – Lead Partner**

Middlesbrough Council will act as the lead partner and will be responsible for the recruitment of the additional Neighbourhood Safety Wardens and Neighbourhood Navigators, as well as for the operation of the hub.

The CCTV Operator/Monitoring Officer will be recruited by Vistech through Middlesbrough Council's existing contract for the CCTV suite.

Middlesbrough Council will also make an additional match contribution to the project through dedicated officer time from the Neighbourhood Manager and the Neighbourhood Safety Manager (see Appendix 8 for the breakdown). Any staff whose time is included as match funding will complete timesheets to evidence the work undertaken on the project.

**Cleveland Police** – will be responsible for the recruitment of the additional PCSOs and match has been included from April 2026 from the 4 additional PCs allocated to the town centre. Police colleagues have had significant involvement in the development of the project particularly in relation to ensuring the output/outcome definitions are correct and can be monitored and reported effectively.

**Office of the Police & Crime Commissioner (OPCC)** – funding for Cleveland Police flows through the OPCC and they will be responsible for completing and submitting their quarterly claim to Middlesbrough Council as will be laid down in their grant agreement.

**Tees Valley Combined Authority** – Is the administrator of the funding and will continue to be involved throughout the delivery of the project to ensure that it meets the needs and expectations of the key stakeholders and the wider IZ Programme.

All Chief Executive Officers from the partner organisations, together with the Tees Valley and Middlesbrough Mayors and the Police and Crime Commissioner, are fully committed to this project and agreed at an early stage to work together to deliver a true and effective multi agency approach to improve Middlesbrough town centre and public perception of safety.

### 5.2 Formal Partnership Arrangements

Middlesbrough will be the Lead partner and will contract directly with TVCA via TVCA's standard Funding Agreement.

Middlesbrough Council will then contract with the OPCC as the funding for the PCSOs to be employed by Cleveland Police flows via the OPCC as explained in 3.2 above.

A Steering Group will be created and all key partners will be represented, Middlesbrough will act as Chair. It will meet initially on a quarterly basis but once successfully in delivery the frequency may be reviewed.

### 5.3 Details of Programme / Project Management Structure

#### **Middlesbrough Council – Lead Partner & Steering Group Chair**

Adam Parkinson – Neighbourhood Manager North Middlesbrough – Project Manager  
Lucy Green – Project Officer – Project Support  
Lisa Weatherhead – Finance Business Partner  
Gareth Robinson – Analytics Business Manager  
John Kirk – Operational Manager  
Stephen Wright – Neighbourhood Safety Officer

#### **Office of the Police & Crime Commissioner - Partner**

Rachelle Kipling – Head of Policy, Partnership & Delivery  
Michael Porter – Chief Finance Officer

#### **Cleveland Police – Partner**

Supt Marc Anderson/Daryll Tomlinson – Middlesbrough District Commander  
Chris Baxendale – Senior Performance Analyst  
Michael Burke – Senior Finance Business Partner

#### **Tees Valley Combined Authority – Funder & Partner**

Charlie Kemp – Interim Head of Business Solutions (IZ lead)  
Business Growth Programmes Manager tbc  
Ian McNeal – Communications Manager  
Claims & Monitoring Officer tbc – responsible for processing claims and monitoring of project. Any concerns throughout claims & monitoring to be raised with IZ lead to ensure appropriate escalation route eg Steering Group consideration.

A Governance structure is attached at appendix 9.

#### **Project Management Process**

Middlesbrough Council has an approved Programme & Project Management Policy, Framework and Workbook (copies attached at appendix 10-12) The project will be delivered in line with this policy/framework.

Middlesbrough Council delivers projects through a structured Programme and Project Management Framework designed to ensure effective governance, accountability and successful delivery of outcomes. All projects progress through defined stages of initiation, planning, delivery, and review, with clear decision-making processes, risk management arrangements and performance monitoring. Projects are aligned with the Council's strategic priorities and are subject to regular oversight through established governance boards and the Portfolio Management Office, ensuring that resources are managed efficiently and that benefits are realised.

The Council's project management approach incorporates robust controls for financial management, stakeholder engagement, risk assessment and progress reporting. Project performance is monitored throughout delivery using agreed milestones, key performance indicators and risk registers, with issues escalated through appropriate governance channels where required. Upon completion, projects undergo formal evaluation to assess outcomes, capture lessons learned and support continuous improvement, providing funders with confidence that investment will be managed transparently and effectively.

The Finance Business Partner for Neighbourhoods, Culture and Communities will be responsible for liaising with the Office of the Police and Crime Commissioner (OPCC) to obtain the financial and performance information required to support the management, monitoring and release of project funding. Acting as the key point of contact between Middlesbrough Council, as lead partner and the OPCC, the Finance Business Partner will ensure that all necessary documentation, monitoring data, expenditure information and evidence of delivery are received in a timely manner. This information will be used to satisfy funder requirements, facilitate the release of funding and ensure accurate financial reporting, compliance and effective oversight of project delivery throughout the funding period.

### **Steering Group**

A Steering Group will be established with all partners represented. As lead partner, Middlesbrough Council will be the Chair. It will provide strategic oversight, direction and governance to ensure the project continues to deliver in line with its objectives, milestones and funding requirements. The Group will review performance, finance, delivery risks and emerging issues, and will provide a clear route for escalation and decision-making where corrective action is required.

It will also oversee partnership coordination, monitor delivery against agreed outputs and outcomes, and consider any changes needed to respond to operational learning or external factors. The Steering Group will meet on a quarterly basis initially, although this may be reviewed once delivery is established and governance arrangements are operating effectively.

### **5.4 Issue and Risk Management Processes**

Middlesbrough Council operates a robust project risk management process as part of its Programme and Project Management Framework. Risks are identified at the outset of a project and are continuously reviewed throughout delivery to ensure that potential threats to project objectives, timescales, budgets and outcomes are effectively managed. A project risk register is maintained and regularly updated, with risks assessed according to their likelihood and potential impact. Appropriate mitigation actions are identified, assigned to responsible officers and monitored to reduce the probability or consequences of identified risks.

Risk management forms an integral part of project governance, with significant risks escalated through established reporting and decision-making structures where required. Regular project reviews ensure that emerging risks are identified promptly and that mitigation measures remain effective. This proactive approach supports informed decision making, protects public funds and provides assurance to funders and stakeholders that projects are delivered in a controlled and accountable manner

### **5.5 Key Milestones**

| Key Milestone Description                     | Expected Completion Date |
|-----------------------------------------------|--------------------------|
| Project start                                 | 1 April 2026             |
| Middlesbrough's Exec Mtg to agree recruitment | 8 July 2026              |
| Recruitment - new MC posts                    | July/August 2026         |
| Hub operational with limited services         | 1 July 2026              |
| PCSOs in post                                 | 1 July 2026              |
| CCTV Monitoring Officer in post               | 1 September 2026         |

|                                      |                   |
|--------------------------------------|-------------------|
| Neighbourhood Safety Wardens in post | 1 September 2026  |
| Neighbourhood Navigators in post     | 1 September 2026  |
| 1 <sup>st</sup> quarterly claim      | 30 September 2026 |
| Financial completion                 | 31 March 2029     |
| Final Claim                          | 30 June 2029      |
|                                      |                   |

#### 5.6 Stakeholder Management and Communications Plan

The Stakeholder Management Plan has been developed and can be found at appendix 13.

A joint Communications Strategy is being developed with all partners. TVCA is leading this work in collaboration with communications leads from Middlesbrough Council, Cleveland Police and the Office of the Police and Crime Commissioner. This will help ensure consistent and timely messaging to the public and key stakeholders. An initial meeting has taken place, and a follow-up meeting is planned.

There has also been discussion about the branding of the hub, and this will continue to be developed. Branding options will be considered and agreed by all partners before any communications are issued.

**NB.** If not available at the time of appraisal it is understood that there will be a special condition included to provide details when available.

#### 5.7 Social Value Generation: Environmental and Social Impacts

As no procurement is required for this project, there is no opportunity to include contractual social value requirements. However, the project is expected to generate a range of environmental and social benefits, as set out below.

##### Environmental Impacts

- **Better Use of Existing Infrastructure:** The proposed location at the Bus Station makes use of an existing town centre facility, helping to minimise additional resource use and avoiding the need for new premises or major physical works. By bringing services together in one location, it can also reduce duplication, improve coordination, and support a more efficient use of staff time and public resources.
- **Cleaner and Better Managed Public Spaces:** A coordinated hub model will help agencies respond more quickly to environmental issues linked to anti-social behaviour, rough sleeping and street activity, contributing to a cleaner, better managed and more welcoming town centre environment.

##### Social Impacts

- **Increased Perceptions of Safety:** Well-designed, clean, and well-maintained environments, including those with increased greenery, help lower fear of crime among residents, particularly women, who may otherwise restrict their movement.
- **Improved Mental and Physical Health:** Increased access to safe green spaces encourages physical activity, which improves mental health and reduces stress. Conversely, fear of crime can lead to social isolation, increased anxiety, and reduced physical activity.

- **Reduced Social Inequity:** Crime prevention projects in low-income or disadvantaged neighbourhoods can reduce social inequalities and improve the quality of life for residents

#### 5.8 Monitoring and Evaluation Plan

During the initial three-year pilot period, the impact and effectiveness of the initiative will be reviewed regularly using a combination of:

- Data from Cleveland Police and Middlesbrough Council
- Feedback from local businesses and key stakeholders
- Public and business perception surveys measuring confidence and feelings of safety in the town centre

The quarterly claims process includes not only financial data but also detailed reporting against objectives and output targets. This should help identify any issues in delivery at an early stage so that corrective action can be taken promptly.

Outcome measures will be used to monitor and assess the impact of the activity delivered through this project. These measures link directly to the outcomes the project is seeking to achieve and represent the key success factors associated with it. Given that the stated outcomes may be influenced by a range of factors, not all of them directly attributable to the project, the initial direction of travel may not always be as expected. For that reason, contextualised rates and supporting qualitative evidence will be used alongside numerical indicators to provide a fuller understanding of performance.

In addition to the outcome measures set out above, a number of supporting output measures will be tracked throughout the life of the initiative. These will provide additional context to help explain the observed direction of travel and better understand the effect of project activity. Again, contextualised rates will be used alongside numerical indicators where appropriate.

In terms of baseline data it was agreed that May 2026 would be the starting point. This has now been collated where possible, although some measures, particularly those relating to patrol activity, may need to be developed later as the project is starting from a near-zero position in those areas.

A detailed Performance Monitoring Framework developed by Cleveland Police can be found at appendix 1, with baseline data set out at appendix 2.

Logic model is below and can also be found at appendix 14.

| Inputs<br>(Funding/Resources)                    | Activities<br>(Monitor)                                                          | Outputs<br>(Quantify & Monitor)                           | Outcomes<br>(Monitor & Evaluate)                                                                                                | Impact<br>(Evaluate)    |
|--------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| TV IZ funding<br>£1,300,000                      | Protection: Dedicated & Visible<br>Town Centre Enforcement<br>Presence           | 1 new partnership formed                                  | Improved perception of safety<br>& increased confidence from<br>residents, visitors, investors<br>and students                  | £2,784,929 Increase GVA |
| Other match<br>Middlesbrough Council<br>£143,210 |                                                                                  | Patrols completed (number of<br>hours to be tracked)      |                                                                                                                                 |                         |
| Other match<br>Cleveland Police<br>£937,807      | Protection: Dedicated Town<br>Centre CCTV monitoring                             | 60 businesses engaged                                     | 5% Increase in town centre<br>footfall                                                                                          |                         |
|                                                  |                                                                                  | 6 Enforcement Officer posts<br>(4x NSW & 2x PCSO) created | Number of recorded <u>victim</u><br><u>based crimes</u>                                                                         |                         |
|                                                  | Prevention: Multi agency hub<br>including safeguarding &<br>vulnerability triage | 1 multi agency hub created                                | Number of reported incidents<br>of nuisance asb in town<br><u>centre</u>                                                        |                         |
| TEES VALLEY                                      | Provision: Support workers                                                       | 2 Neighbourhood Navigator<br>posts created                | Number of suspects<br>associated with <u>victim based</u><br><u>crime</u>                                                       |                         |
|                                                  |                                                                                  | 1 CCTV Operator post created                              | Number of recorded victims<br>associated with a <u>victim based</u><br><u>crime</u> on 2 or more occasions<br>in last 12 months |                         |
|                                                  |                                                                                  |                                                           | Number of arrests in town<br><u>centre</u>                                                                                      |                         |
|                                                  |                                                                                  |                                                           | Number of stop & searches in<br>town <u>centre</u>                                                                              |                         |

Evaluation findings will be reviewed throughout the pilot period and used to inform ongoing delivery, partnership decision-making and consideration of longer-term sustainability beyond the initial funding term.

### 5.9 Marketing Plan

As above in 5.6 TVCA is leading on marketing and communications working in partnership with each of the leads from the partners organisations. A meeting has taken place and there has been some discussion around branding. Further discussions to take place with a full marketing and communications strategy to be developed.

### 5.10 Exit Strategy

If the pilot demonstrates positive impact, the following options could be explored to support continuation beyond the initial funding period:

1. Identify and pursue alternative or future external funding opportunities.
2. Explore whether the existing partnership could support continuation through aligned resources or ongoing contributions.
3. Consider a broader group funding model by widening the partnership to include other major stakeholders, such as Teesside University, Middlesbrough College, hotels and shopping centre owners.

## APPLICANT SIGN OFF

TO BE SIGNED BY PROJECT SPONSOR PRIOR TO SUBMISSION FOR APPRAISAL

I declare that to the best of my knowledge and belief, the information given within this application form is correct. I understand that acceptance of this application form does not in any way signify that Tees Valley Combined Authority has agreed to invest. I declare I

am an authorised signatory of the lead organisation, with the authority to sign off this application form and have notified the necessary senior finance officers.

**FREEDOM OF INFORMATION**

I understand the requirements of the Freedom of Information Act 2000. I understand that Tees Valley Combined Authority is subject to the provisions of the Freedom of Information Act 2000 (“the Act”). The Act provides for information to be exempt from the general right of access if its disclosure would, or would be likely to, prejudice the commercial interests of any person. A Project Sponsor may request that certain information in their submission and any subsequent Agreement is treated as covered by this exemption. However, if the information is requested the availability of this exemption will be subject to a test of whether the public interest lies in disclosing the information or keeping it confidential. We understand that while Tees Valley Combined Authority will endeavour to take into account the Project Sponsor’s views as to the keeping of information confidential, it reserves the right to disclose information if required to do so.

|                                     |                                               |
|-------------------------------------|-----------------------------------------------|
| Signature:                          |                                               |
| Name:                               | Geoff Field                                   |
| Position / Title:                   | Director of Environment & Commercial Services |
| Company / Organisation:             | Middlesbrough Council                         |
| Date:                               |                                               |
| <b>SECTION 151 OFFICER SIGN OFF</b> |                                               |
| Signature:                          |                                               |
| Name:                               |                                               |
| Position / Title                    |                                               |
| Date:                               |                                               |

**APPENDICES CHECKLIST**

*Guidance note: The purpose of this section is to ensure supporting evidence is provided and organised with reference numbers, prior to submission for appraisal.*

| Case   | Document Required          | Provided Y/N | Reference     |
|--------|----------------------------|--------------|---------------|
|        | Evidence Pack workbook     | Y            | Evidence Pack |
|        | Equality Impact Assessment | Y            | Appendix 15   |
| Case 1 | Strategic Case             |              |               |
|        | List of docs to support    | Y            | Appendix 3    |
|        |                            |              |               |
|        |                            |              |               |

|               |                                                         |             |                |
|---------------|---------------------------------------------------------|-------------|----------------|
|               |                                                         |             |                |
| <b>Case 2</b> | <b>Economic Case</b>                                    |             |                |
|               | BCR calculations                                        | Y           | Appendix 4     |
|               | Logic model                                             | Y           | Appendix 14    |
|               |                                                         |             |                |
|               |                                                         |             |                |
| <b>Case 3</b> | <b>Commercial Case</b>                                  |             |                |
|               | Subsidy Control opinion – Middlesbrough Council         | Y           | Business Case  |
|               | Risk Register – Delivery & Financial                    | Y           | Evidence Pack  |
|               |                                                         |             |                |
|               |                                                         |             |                |
| <b>Case 4</b> | <b>Financial Case</b>                                   |             |                |
|               | Business Case Cashflow                                  | Y           | Evidence Pack  |
|               | Safe Haven cost breakdown                               | Y           | Appendix 6     |
|               | Middlesbrough Council Match funding breakdown           | Y           | Appendix 8     |
|               | Confirmation of match - OPCC                            | N to follow | Appendix 16    |
| <b>Case 5</b> | <b>Management Case</b>                                  |             |                |
|               | Job Descriptions                                        | Y           | Appendix 5     |
|               | Draft Grant Agreement Template/SLA – Middlesbrough/OPCC | Y           | Appendix 7     |
|               | Organogram/Governance                                   | Y           | Appendix 9     |
|               | Project Management                                      | Y           | Appendix 10-12 |
|               | Stakeholder Engagement Plan                             | Y           | Appendix 13    |
|               |                                                         |             |                |

## Contents

### Evidence Pack: Contents

|                        |                                                                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Economic Case</b>   | 2.1 <a href="#">Longlist of Options</a><br>2.2 <a href="#">Shortlist of Options</a><br>2.5 <a href="#">Risks to Options</a> |
| <b>Financial Case</b>  | 4.1 <a href="#">Project Costs and Funding</a><br>4.8 <a href="#">Cashflow</a>                                               |
| <b>Commercial Case</b> | 3.8 <a href="#">Risks to Delivery</a>                                                                                       |
| <b>Management Case</b> | 5.7 <a href="#">Logic Model</a><br>5.7 <a href="#">Monitoring &amp; Evaluation Plan</a>                                     |

**Version Control**

Evidence Pack: Document Version Control

| Date     | Version | Key Updates | Initials |
|----------|---------|-------------|----------|
| 10/06/26 | 1.0     | Drafted     | AP/MS/SD |

2.1 Long List of Options

[BACK TO CONTENTS](#)

| Options                        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Option 1: Do nothing           | <b>Status quo</b> is maintained                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Option 2: Do minimum           | <b>Resource to monitor Town Centre CCTV.</b> Put in provision to monitor CCTV & provide intelligence around crime and safety                                                                                                                                                                                                                                                                                                                                                                      |
| Option 3: Do something         | <b>Increase visible presence in Town Centre - No delegated powers:</b><br>3a. Town Centre Ambassadors (volunteers) - Visible street presence from various outreach support services<br>3b. Street Wardens - Council employed uniformed wardens focusing on environmental issues, reassurance & compliance<br>3c. Private security - Contracted security staff to provide visible presence, responsible for escalating incidents to appropriate enforcement authorities                            |
| Option 4: Do something         | <b>Increase visible presence in Town Centre - With delegated powers:</b><br>4a. Introduce street wardens accredits via CSAS<br>4b. PCSOs - Uniformed PCSO staff focused on visibility, engagement & low level enforcement<br>4c. Contract private security firm with delegated powers - Contracted security staff operating under agreed protocols, potentially accredited via CSAS<br>4d. Increase Police Officers in Town Centre - More visibility of uniformed officers within the town centre |
| Option 5: Do something         | <b>Dedicated multi-agency Tasking Team (No physical hub)</b> - A coordinated, intelligence-led team operating without a shared physical base but meeting daily/weekly for structures tasking                                                                                                                                                                                                                                                                                                      |
| Option 6: Do something         | <b>Dedicated multi-agency hub through enhancing Safe Haven at Middlesbrough Bus Station</b> - Builds on the existing Safe Haven model currently operating in the evenings to support the night-time economy, expanding it into a full-day, full-spectrum Safer Middlesbrough Hub operating as a visible, intelligence-led multi-agency tasking base in the heart of Middlesbrough town centre                                                                                                     |
| Option 7: Do something         | <b>Dedicated multi-agency hub within Live Well Centre</b> - Embed the Safer Middlesbrough Hub within an existing public health and wellbeing setting to integrate enforcement with support services. Full daytime ONLY operational hub                                                                                                                                                                                                                                                            |
| Option 8: Do something         | <b>Stand Alone Visible Hub (No Public Access)</b> Secure a unit within a central shopping centre location (e.g. The Cleveland Centre or similar town centre retail location), highly visible but not directly accessible to the public. Create a town centre enforcement and disruption hub focusing specifically on ASB, crime, retail theft and persistent offenders, without co-located treatment services. Daytime ONLY                                                                       |
| Option 9: Do something         | <b>Direct provision</b> to support those with complex needs that are repeat offenders such as through a Dual diagnosis team/ support workers/ navigators which sit outside of enforcement                                                                                                                                                                                                                                                                                                         |
| <b>Option 10: Do something</b> | <b>Hybrid of options 2, 4, 6 and 9</b> - Protection measures through more presence and enforcement in the town centre, with prevention measures through a physical multi-agency hub (Bus Station) and dedicated provision for more intensive support for top repeat offenders                                                                                                                                                                                                                     |
| Option 11: Do maximum          | <b>Option 10 plus</b> additional enforcement staff and extended multi-agency hub opening hours. Increase protection measures through greater numbers of enforcement staff recruited and deployed in the town centre and 24/7 opening hours of a multi-agency hub.                                                                                                                                                                                                                                 |
|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**NOTES:**

## 2.2 Shortlist of Options

[BACK TO CONTENTS](#)

|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Option 1 | Option 2 | Option 3 | Option 4 | Option 5  | Option 6  | Option 7 | Option 8 | Option 9 | Option 10 | Option 11 |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|-----------|-----------|----------|----------|----------|-----------|-----------|
| <b>Critical Success Factors</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |          |          |          |           |           |          |          |          |           |           |
| <b>Strategic Fit</b>                 | Must address/respond to the opportunities and challenges detailed within the IZ Programme, Middlesbrough Council's Community Safety Plan, MDC Masterplan & Middlesbrough's Place Strategy. Strategic vision is 'To transform Middlesbrough town centre into a dynamic, industrious and business-friendly destination evolving from a predominantly retail space into a vibrant, mixed-use hub that drives increased footfall, strengthens business confidence and enhances long-term viability through a collaborative, multi-agency approach'. | N        | N        | N        | N        | Y         | Y         | Y        | Y        | N        | Y         | Y         |
| <b>Affordable</b>                    | Project to be delivered within the maximum budget of £1.3m (to include stakeholder engagement, marketing, data collection & evaluation). Minimum of £500k match to be provided.                                                                                                                                                                                                                                                                                                                                                                 | N        | Y        | Y        | Y        | Y         | Y         | Y        | Y        | Y        | Y         | N         |
| <b>Add Value</b>                     | Must fully utilise existing resource and activity wherever possible (including facilities and provision) to avoid duplication and unnecessary costs and add value to what is already in place to seamlessly support both the day-time and night-time economy.                                                                                                                                                                                                                                                                                   | N        | Y        | Y        | Y        | Y         | Y         | Y        | N        | Y        | Y         | Y         |
| <b>Protection &amp; Enforcement</b>  | Improved protection measures to improve safety in the town centre directly to reduce crime (including retail) and ASB. Must be a dedicated, visible resource within the Town Centre. Any additional resource to have maximum 'powers' of enforcement to ensure maximum impact.                                                                                                                                                                                                                                                                  | N        | N        | N        | Y        | Y         | Y         | N        | N        | N        | Y         | Y         |
| <b>Intelligence &amp; Monitoring</b> | Improved monitoring of safety in the town centre such as through dedicated resource for CCTV monitoring.                                                                                                                                                                                                                                                                                                                                                                                                                                        | N        | Y        | Y        | N        | N         | N         | N        | N        | N        | Y         | Y         |
| <b>Prevention &amp; Provision</b>    | Enhanced signposting to existing support services (such as public health, homelessness, housing, drugs and alcohol etc) that's accessible whilst also directly addressing any key gaps in provision.                                                                                                                                                                                                                                                                                                                                            | N        | N        | N        | N        | Y         | Y         | Y        | Y        | Y        | Y         | Y         |
| <b>SMART Objectives</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |          |          |          |           |           |          |          |          |           |           |
| <b>Protection</b>                    | Increase enforceable town centre presence to make immediate impact on crime, ASB, safety and positive perception changes                                                                                                                                                                                                                                                                                                                                                                                                                        | N        | N        | Y        | Y        | Y         | Y         | Y        | Y        | N        | Y         | Y         |
| <b>Prevention</b>                    | Enable long term sustainable and holistic change through maximising effectiveness of prevention measures such as through enhanced signposting to existing support services (such as public health, homelessness, housing, drugs and alcohol etc)                                                                                                                                                                                                                                                                                                | N        | N        | Y        | N        | Y         | Y         | Y        | N        | Y        | Y         | Y         |
| <b>Provision</b>                     | Ensure there is high level support and provision for those individuals who have the most complex needs and those that are top repeat offenders to add value to prevention measures, increasing likelihood of success for those that are the most hard to reach.                                                                                                                                                                                                                                                                                 | N        | N        | N        | N        | N         | Y         | Y        | N        | Y        | Y         | Y         |
| <b>Shortlisted (Y/N)</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Y        | N        | N        | N        | Y         | Y         | Y        | N        | N        | Y         | N         |
| <b>BCR</b>                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0        | N/A      | N/A      | N/A      | 0.58      | 0.65      | 0.52     | N/A      | N/A      | 1.6       | N/A       |
| <b>GVA Impact £</b>                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0        | N/A      | N/A      | N/A      | 1,014,893 | 1,130,881 | 898,905  | N/A      | N/A      | 2,784,929 | N/A       |

| Identified Risk                                                                                                        | Category        | Impact | Probability | Status Quo Score | Mitigating Action                                                                                                                                                                          | Impact | Probability | Preferred Option Score | Variance   | Risk Owner        | Risk Review Date |
|------------------------------------------------------------------------------------------------------------------------|-----------------|--------|-------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|------------------------|------------|-------------------|------------------|
|                                                                                                                        | eg PESTLE       | (1-5)  | (1-5)       | (1-25)           |                                                                                                                                                                                            | (1-5)  | (1-5)       | (1-25)                 |            |                   |                  |
| <b>Macro Risks: External</b>                                                                                           |                 |        |             |                  |                                                                                                                                                                                            |        |             |                        |            |                   |                  |
| External cost pressures eg pay awards, inflation & increase in operating costs                                         | Economic        | 4      | 3           | 12               | Regular budget monitoring, active management of spend profiles & early escalation of any significant issues via the agreed governance process                                              | 3      | 1           | 3                      | -9         | MC                | Ongoing          |
| Accreditation, data sharing, grant compliance & wider public sector governance                                         | Legal           | 4      | 3           | 12               | Use of governance process, internal legal review and clear info sharing arrangements from the outset                                                                                       | 2      | 1           | 2                      | -10        | MC                | Sep-26           |
| Possible change to political leadership could result in change in priorities - (local elections to take place in 2027) | Political       | 4      | 4           | 16               | Monitor project closely to ensure successful delivery. Ensure all funding agreements are signed and adhered to to reduce potential of underperformance.                                    | 2      | 2           | 4                      | -12        | MC                | Apr-27           |
| Identified Risk                                                                                                        | Category        | Impact | Probability | Status Quo Score | Mitigating Action                                                                                                                                                                          | Impact | Probability | Preferred Option Score | Difference | Senior Risk Owner | Risk Review Date |
|                                                                                                                        | eg PESTLE       | (1-5)  | (1-5)       | (1-25)           |                                                                                                                                                                                            | (1-5)  | (1-5)       | (1-25)                 |            |                   |                  |
| <b>Micro Risks: Internal</b>                                                                                           |                 |        |             |                  |                                                                                                                                                                                            |        |             |                        |            |                   |                  |
| Capacity issues within partners organisations to deliver project                                                       | Economic        | 5      | 4           | 20               | All CEOs have committed to allocating resource to this project. Commitment to project confirmed from the outset                                                                            | 3      | 2           | 6                      | -14        | MC & Partners     | Ongoing          |
| Recruitment delays                                                                                                     | Political       | 5      | 4           | 20               | All relevant depts briefed & documentation ready for approval by Mbro Executive Group on 8 July - all in support for recruitment to begin immediately after                                | 3      | 1           | 3                      | -17        | MC                | End July 2026    |
| Partnership & governance risk                                                                                          | Political       | 4      | 3           | 12               | Roles & responsibilities to be clearly defined from the outset. Regular oversight by the Steering Group                                                                                    | 2      | 1           | 2                      | -10        | Steering Group    | Ongoing          |
| Delay in CSAS accreditation (NSWs)                                                                                     | Legal           | 4      | 2           | 8                | Commence process as early as possible & phasing deployment of NSWs to core duties whilst accreditation is completed                                                                        | 2      | 1           | 2                      | -6         | MC                | End August 2026  |
| Demand on hub and services exceeds planned capacity                                                                    | Economic/Social | 3      | 1           | 3                | Robust planning of staffing & ability to flex operational deployment in response to emerging demand                                                                                        | 2      | 1           | 2                      | -1         | MC                | Ongoing          |
| Incidents of crime & ASB increases due more visible presence                                                           | Economic/social | 4      | 5           | 20               | This is expected but will be closely monitored with clear comms on the difference between improved reporting & actual increase in offences                                                 | 3      | 4           | 12                     | -8         | MC/CP             | Ongoing          |
| Dependency on CCTV Monitoring Officer being provided through Vistech contract                                          | Legal           | 4      | 4           | 16               | Early liaison with Vistech, confirmation of delivery arrangements and ongoing contract monitoring                                                                                          | 3      | 2           | 6                      | -10        | MC                | Ongoing          |
| Risk to hub location if decision taken to sell current premises or change its use                                      | Economic        | 3      | 3           | 9                | Noted that there are no current plans but would be potential to relocate to an alternative site owned by MC. CCTV suite would require specific consideration with possible downtime needed | 2      | 1           | 2                      | -7         | MC                | Ongoing          |

4.1 Detailed Project Costs

[BACK TO CONTENTS](#)

| COST HEADING                                       | £ Total           | Subtotals          | Supporting Notes, Assumptions                                                                                               |
|----------------------------------------------------|-------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Capital Costs</b>                               |                   |                    |                                                                                                                             |
|                                                    |                   |                    |                                                                                                                             |
|                                                    |                   |                    |                                                                                                                             |
| <b>Revenue Costs</b>                               |                   |                    |                                                                                                                             |
| These are example cost lines for illustration      |                   |                    |                                                                                                                             |
| <b>Hub Operating Costs</b>                         |                   |                    |                                                                                                                             |
| Rent                                               | £44,324.70        |                    | Full cost breakdown provided                                                                                                |
| Running costs                                      | £21,018.55        |                    | Full cost breakdown provided excludes security element                                                                      |
| <b>Hub Total</b>                                   |                   | <b>£65,343.25</b>  |                                                                                                                             |
| <b>CCTV Monitoring Officer</b>                     |                   |                    |                                                                                                                             |
| Salary                                             | £124,113.00       |                    | 72 hours per week at £13.26 per hour. £49,645 p.a                                                                           |
| Training & equipment                               | 0                 |                    |                                                                                                                             |
| <b>CCTV Resource Total</b>                         |                   | <b>£124,113.00</b> |                                                                                                                             |
| <b>Neighbourhood Safety Wardens</b>                |                   |                    |                                                                                                                             |
| Salaries                                           | £487,683.00       |                    | 5 posts Grade H start 1 September 26                                                                                        |
| CSAS Accreditation                                 | £840.00           |                    | £210 per post                                                                                                               |
| CSAS Training                                      | £10,000.00        |                    |                                                                                                                             |
| Replacement Uniforms & Cameras                     | £2,190.00         |                    |                                                                                                                             |
| Radios                                             | £2,856.00         |                    | £238pp x4 for 3years (incls hire, maintenance, line rental, licence etc pa)                                                 |
| Uniform Incl body armour                           | £5,000.00         |                    | 1000 per post                                                                                                               |
| Body worn cameras                                  | £3,088.00         |                    |                                                                                                                             |
| <b>NSW Total</b>                                   |                   | <b>£511,657.00</b> |                                                                                                                             |
| <b>PCSOs</b>                                       |                   |                    |                                                                                                                             |
| Salaries                                           | £303,408.08       |                    | 2 posts x 3 years                                                                                                           |
| Training                                           | £6,200.00         |                    | £3,100 per post                                                                                                             |
| Uniform, license. Equipment                        | £6,900.00         |                    | £3,450 per post                                                                                                             |
| <b>PCSO Total</b>                                  |                   | <b>£316,508.08</b> |                                                                                                                             |
| <b>Neighbourhood Navigators</b>                    |                   |                    |                                                                                                                             |
| Salaries                                           | £230,885.00       |                    | 2 posts Grade J x 3 years- I took off a couple of quarters in 26/27 tot ake account of recruitment time - is this correct ? |
| <b>NN Total</b>                                    |                   | <b>£230,885.00</b> |                                                                                                                             |
| Project Manager - AP                               | £57,225.00        |                    | Grade O x10 hours per week for duration of project                                                                          |
| Neighbourhood Safety Officer - SW                  | £38,593.00        |                    | Grade J x10 hours per week for duration of project                                                                          |
| <b>MC Staff Total</b>                              |                   | <b>£95,818.00</b>  |                                                                                                                             |
| PCs allocated to Middlesbrough Town Centre (Match) | £937,807.00       |                    | 4 posts x 3 years - April 26 to end March 29                                                                                |
| <b>Cleveland Police Total</b>                      |                   | <b>£937,807.00</b> |                                                                                                                             |
|                                                    |                   |                    |                                                                                                                             |
| <b>Total</b>                                       | <b>£2,282,131</b> | <b>£2,282,131</b>  |                                                                                                                             |

| Funding Sources                                         | £ Total              | Sub Totals           |                         |
|---------------------------------------------------------|----------------------|----------------------|-------------------------|
| <b>TVCA IZ Grant</b>                                    | <b>£1,300,000.00</b> | <b>£1,300,000.00</b> |                         |
| Match - Middlesbrough Council - Officer time + Hub rent | £44,324.70           | £44,324.70           | Officer time + Hub rent |
| Match - Cleveland Police                                | £937,807.00          | £937,807.00          | 4 PCs from April 2026   |
|                                                         |                      |                      |                         |
| <b>Total</b>                                            | <b>£2,282,131.70</b> | <b>£2,282,132</b>    |                         |

List all sources of funds and amounts  
Note any terms (intervention rates, timescales)

Sum check, if income and expenditure balance, should return zero **£0**

- Notes:
- Provide details of all the project costs
  - Provide information on sources of costs
  - Add in headings and subtotals as relevant
  - Capital can include capitalisable costs

Example cost headings:

|                                                            |
|------------------------------------------------------------|
| Acquisition costs; Preliminary costs; Professional Fees;   |
| Capital Construction Costs; Capital Equipment Costs; Other |
|                                                            |

[BACK TO CONTENTS](#)

| Identified Risk                                                                                                                                   | Category  | Impact | Probability | Status Quo Score | Mitigating Action                                                                                                                                                      | Impact | Probability | Preferred Option Score | Variance | Risk Owner | Risk Review Date |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|-------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|------------------------|----------|------------|------------------|
|                                                                                                                                                   | FINANCIAL | (1-5)  | (1-5)       | (1-25)           |                                                                                                                                                                        | (1-5)  | (1-5)       | (1-25)                 |          |            |                  |
| Increase in hub operating costs & potential under utilisation of the hub affecting vfm                                                            | X         | 4      | 3           | 12               | Close monitoring of operational costs & utilisation of hub. Monitoring of partner attendance/service delivery from the hub & ongoing management by MC                  | 3      | 2           | 6                      | -6       | MC         | Ongoing          |
| Potential for staffing costs to increase                                                                                                          | X         | 4      | 2           | 8                | Prudent budget setting (factoring in increments), regular review, close monitoring and early escalation of any significant variance                                    | 3      | 1           | 3                      | -5       | MC/CP      | Ongoing          |
| CCTV Operator costs via Vistech contract creates a dependency on contractor pricing, contractual performance & continued availability of resource | X         | 4      | 3           | 12               | Agreement of delivery arrangements from the outset, clear identification of the costs associated with the post via the invoicing process & ongoing contract management | 3      | 2           | 6                      | -6       | MC         | Ongoing          |
| Cashflow - MC and Cleveland Police due to payment of claims quarterly in arrears                                                                  | X         | 5      | 4           | 20               | Clear claims timetable & evidence requirements & regular liaison between partner financial leads                                                                       | 4      | 2           | 8                      | -12      | MC/CP      | Ongoing          |
| Match funding evidence may not be sufficient/robust for audit purposes                                                                            | X         | 4      | 3           | 12               | Partner funding agreement to contain evidence requirements                                                                                                             | 3      | 1           | 3                      | -9       | MC/CP      | Ongoing          |
|                                                                                                                                                   |           |        |             | 0                |                                                                                                                                                                        |        |             | 0                      | 0        |            |                  |
|                                                                                                                                                   |           |        |             | 0                |                                                                                                                                                                        |        |             | 0                      | 0        |            |                  |

Notes:

Financial risks include: capital cost estimates are too low; funding sources are withdrawn; delays lead to cost increases; operational cost estimates are too low; income predicted was too high; TVCA funding not approved, or only in part.

4.8 Cashflow

**MIDDLESBROUGH PLEASE HELP**  
[BACK TO CONTENTS](#)

Do Not Type Here This will Autocomplete  
 Annual Expenditure Profile

| 3 year pilot £1.3m IZ max allocation      |                  | 3        |          |               | 3              |                |                | 3              |                |                | 3              |                |                | 3              |                |                  |  |  |
|-------------------------------------------|------------------|----------|----------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|--|--|
|                                           |                  | OND      | JFM      | AMJ           | JAS            | OND            | JFM            | AMJ            | JAS            | OND            | JFM            | AMJ            | JAS            | OND            | JFM            | Total            |  |  |
| <b>Expenditure Heading</b>                |                  | Q3 25/26 | Q4 25/26 | Q1 26/27      | Q2 26/27       | Q3 26/27       | Q4 26/27       | Q1 27/28       | Q2 27/28       | Q3 27/28       | Q4 27/28       | Q1 28/29       | Q2 28/29       | Q3 28/29       | Q4 28/29       |                  |  |  |
| Rent                                      | 44,325           | 0        | 0        | 0             | 4,035          | 4,029          | 4,029          | 4,029          | 4,029          | 4,029          | 4,029          | 4,029          | 4,029          | 4,029          | 4,029          | <b>44,325</b>    |  |  |
| Running Costs                             | 21,018           | 0        | 0        | 0             | 1,918          | 1,910          | 1,910          | 1,910          | 1,910          | 1,910          | 1,910          | 1,910          | 1,910          | 1,910          | 1,910          | <b>21,018</b>    |  |  |
| CCTV Monitoring Officer                   | 124,113          | 0        | 0        | 0             | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | 11,283         | <b>124,113</b>   |  |  |
| Neighbourhood Safety Wardens-Salaries     | 487,683          | 0        | 0        | 0             | 15,723         | 47,196         | 47,196         | 47,196         | 47,196         | 47,196         | 47,196         | 47,196         | 47,196         | 47,196         | 47,196         | <b>487,683</b>   |  |  |
| Replacement Uniforms & Cameras            | 2,190            | 0        | 0        | 0             | 0              | 0              | 0              | 0              | 0              | 0              | 2,190          | 0              | 0              | 0              | 0              | <b>2,190</b>     |  |  |
| Radios, Uniform & Cameras                 | 10,944           | 0        | 0        | 0             | 10,944         | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | <b>10,944</b>    |  |  |
| CSAS Accreditation                        | 10,840           | 0        | 0        | 0             | 10,840         | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | <b>10,840</b>    |  |  |
| PCSOs-Salaries                            | 303,408          | 0        | 0        | 0             | 9,788          | 29,362         | 29,362         | 29,362         | 29,362         | 29,362         | 29,362         | 29,362         | 29,362         | 29,362         | 29,362         | <b>303,408</b>   |  |  |
| PCSOs-Training & Equipment                | 13,100           | 0        | 0        | 0             | 13,100         | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | <b>13,100</b>    |  |  |
| Neighbourhood Navigators                  | 230,885          | 0        | 0        | 0             | 7,455          | 22,343         | 22,343         | 22,343         | 22,343         | 22,343         | 22,343         | 22,343         | 22,343         | 22,343         | 22,343         | <b>230,885</b>   |  |  |
| Project Manager                           | 57,226           | 0        | 0        | 0             | 1,846          | 5,538          | 5,538          | 5,538          | 5,538          | 5,538          | 5,538          | 5,538          | 5,538          | 5,538          | 5,538          | <b>57,226</b>    |  |  |
| Neighbourhood Safety Officer              | 38,593           | 0        | 0        | 0             | 1,243          | 3,735          | 3,735          | 3,735          | 3,735          | 3,735          | 3,735          | 3,735          | 3,735          | 3,735          | 3,735          | <b>38,593</b>    |  |  |
| PCs allocated to town centre              | 937,807          | 0        | 0        | 78,150        | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,157         | <b>937,807</b>   |  |  |
| <b>Quarterly / Annual cash out totals</b> | <b>2,282,132</b> | <b>0</b> | <b>0</b> | <b>78,150</b> | <b>166,325</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>205,736</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>203,553</b> | <b>2,282,132</b> |  |  |

| 26/27          | 27/28          | 28/29          |
|----------------|----------------|----------------|
| 12,093         | 16,116         | 16,116         |
| 5,738          | 7,640          | 7,640          |
| 33,849         | 45,132         | 45,132         |
| 110,115        | 188,784        | 188,784        |
| -              | 2,190          | -              |
| 10,944         | -              | -              |
| 10,840         | -              | -              |
| 68,512         | 117,448        | 117,448        |
| 13,100         | -              | -              |
| 52,141         | 89,372         | 89,372         |
| 12,922         | 22,152         | 22,152         |
| 8,713          | 14,940         | 14,940         |
| 312,600        | 312,600        | 312,607        |
| <b>651,567</b> | <b>816,374</b> | <b>814,191</b> |

| 3 year pilot £1.3m IZ max allocation     |                  | 3        |          |               | 3              |                |                | 3              |                |                | 3              |                |                |                |                |                  |  |
|------------------------------------------|------------------|----------|----------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|--|
| <b>Income: Funding sources</b>           |                  | OND      | JFM      | AMJ           | JAS            | OND            | JFM            | AMJ            | JAS            | OND            | JFM            | AMJ            | JAS            | OND            | JFM            |                  |  |
|                                          |                  | Q3 25/26 | Q4 25/26 | Q1 26/27      | Q2 26/27       | Q3 26/27       | Q4 26/27       | Q1 27/28       | Q2 27/28       | Q3 27/28       | Q4 27/28       | Q1 28/29       | Q2 28/29       | Q3 28/29       | Q4 28/29       |                  |  |
| Match -Middlesbrough Council             | 44,325           | 0        | 0        | 0             | 4035           | 4029           | 4029           | 4029           | 4029           | 4029           | 4029           | 4029           | 4029           | 4029           | 4029           | <b>44,325</b>    |  |
| Match - Cleveland Police                 | 937,807          | 0        | 0        | 78,150        | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,150         | 78,157         | <b>937,807</b>   |  |
| TVCA IZ Grant                            | 1,300,000        |          |          | -             | 84,140         | 121,367        | 121,367        | 121,367        | 121,367        | 121,367        | 123,557        | 121,367        | 121,367        | 121,367        | 121,367        | <b>1,300,000</b> |  |
| <b>Quarterly / Annual cash in totals</b> | <b>2,282,132</b> | <b>0</b> | <b>0</b> | <b>78,150</b> | <b>166,325</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>205,736</b> | <b>203,546</b> | <b>203,546</b> | <b>203,546</b> | <b>203,553</b> | <b>2,282,132</b> |  |

| 26/27          | 27/28          | 28/29          |
|----------------|----------------|----------------|
| 12,093         | 16,116         | 16,116         |
| 312,600        | 312,600        | 312,607        |
| 326,874        | 487,658        | 485,468        |
| <b>651,567</b> | <b>816,374</b> | <b>814,191</b> |

TVIZ Gateway 4: Outputs and Outcomes p19

***The outputs and outcomes you want to deliver. -NB for more than MDC Area***

We are working closely with Cleveland Police and the Police and Crime Commissioners Office to develop innovative solutions to the barriers and challenges that are detailed below. There are several outputs/outcomes that have been identified however these will be refined and added to once the detailed delivery of this intervention will be established in the first year of delivery. Outputs that we expect to deliver include delivery of 10 new initiatives to reduce crime and improve safety, **provision of CCTV in 2 areas** (including upkeep/maintenance/running costs), **enhancing police/warden presence through an increase of 20 new wardens/officers and a 20% increase in patrols in the target areas, 250 businesses directly engaged and supported, 2 safety partnerships established/enhanced, enhanced collection and analysis of intelligence to identify focus areas and impact through an annual report for each DC area (10 in total).** Outcomes include a raised positive perception of the areas with community, businesses, visitors and students, increased footfall, improved perceptions of safety, reduction in ASB/begging/street crime, improved response to crime and ASB.

This page is intentionally left blank

Middlesbrough Town Centre Performance Monitoring Framework (Police)

| High level title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Key Performance Indicator                                                                                                                                                                                                                                         | Baseline              | Reporting frequency         | Delivery target and rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>OUTCOME MEASURES</b></p> <p>Outcome measures will be used to monitor and assess the impact of the activity undertaken via this initiative. These measure link directly to the outcomes we are seeking to achieve and represent the key success factors associated with this initiative. Given that the stated outcomes may be influenced by a number of factors, not least the activities and interventions directly occurring as a result of this initiative, in the first instance the direction of travel may not be as desired. Therefore, in addition to numerical indicators, contextualised rates will also be used to help us understand the success or otherwise of the initiative</p> |                                                                                                                                                                                                                                                                   |                       |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Recorded crime                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><b>Volume</b> - Number of recorded victim-based crimes occurring in the town centre</p> <p><b>Rate</b> - as above, expressed as a % of the number of people visiting the town centre (footfall)</p>                                                            | 12 months to May 2026 | Monthly / Rolling 12 months | Crime is currently increasing and is anticipated to continue this trajectory as a result of a number of factors. These include increased presence and visibility, increased public confidence in reporting and the outcome of the sentencing review which will have a direct impact on how offenders are dealt with through the criminal justice system. The preferred option is therefore to set a directional reduction target against the proposed baseline. Performance against this target will be assessed throughout the lifetime of the initiative. |
| Antisocial behaviour                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><b>Volume</b> - Number of reported incidents of nuisance antisocial behaviour occurring in the town centre</p> <p><b>Rate</b> - as above, expressed as a % of the number of people visiting the town centre (footfall) – partners to provide footfall data</p> | 12 months to May 2026 | Monthly / Rolling 12 months | Incidents of antisocial behaviour are also expected to increase in the first instance. Again, this is due to increased visibility and police presence within the town centre area along with a rise public confidence to report this activity to the police. The preferred option is therefore to set a directional reduction target against the proposed baseline. Performance against this target will be                                                                                                                                                 |

|                                              |                                                                                                                                                                                                                                                                                                                  |                       |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                              |                                                                                                                                                                                                                                                                                                                  |                       |                             | assessed throughout the lifetime of the initiative.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Repeat offending                             | <p><b>Volume</b> - number of suspects associated with a victim -based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months</p> <p><b>Rate</b> – as above, expressed as a % of the total number of suspects committing crimes in town centre area</p> | 12 months to May 2026 | Monthly / Rolling 12 months | On this occasion the definition used to determine a repeat offender will be anyone named as a suspect on 3 or more occasions in the last 12 months. Work is currently ongoing to establish a baseline position. As is the case in relation to recorded crimes and incidents of ASB, whilst the aim of the initiative will be to reduce the amount of reoffending, we need to be mindful of the impact of the sentencing review and how offenders are to be dealt with through the criminal justice system as a result. The preferred option is therefore to set a directional reduction target against the proposed baseline. Performance against this target will be assessed throughout the lifetime of the initiative. |
| Repeat victimisation                         | <p><b>Volume</b> - number of victims associated with a victim -based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months</p> <p><b>Rate</b> – as above, expressed as a % of the total number of victims associated with crimes in town centre area</p>     | 12 months to May 2026 | Monthly / Rolling 12 months | On this occasion the definition used to determine a repeat victim will be named as a victim on 2 or more occasions in the last 12 months. Work is currently ongoing to establish a baseline position, and the preferred option is therefore to set a directional reduction target against the proposed baseline. Performance against this target will be assessed throughout the lifetime of the initiative.                                                                                                                                                                                                                                                                                                              |
| <b><u>OUTPUT MEASURES (MONITOR ONLY)</u></b> |                                                                                                                                                                                                                                                                                                                  |                       |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

**In addition to the outcome measures detailed above, throughout the lifetime of this initiative a number of additional output measures will also be tracked and monitored. These measures will provide addition context around to help us understand the impact of our activity and the factors which might be influencing the observed direction of travel relating to an outcome measure. Again, in addition to numerical indictors, contextualised rates will also be used to help us understand the success or otherwise of the initiative.**

|                     |                                                                                                                                                                                                                                   |                                                                                    |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Town centre patrols | <p><b>Number</b> - Number of hours spent in the town centre area on visible proactive patrols by Police Officers / PSCO's</p> <p><b>Rate</b> – as above, expressed as a % of total hours available</p>                            | To be captured from 1 <sup>st</sup> May onwards. Historical data is not available. | Monthly / Rolling 12 months | This measure can not be captured retrospectively and therefore the baseline is yet to be established. The anticipated direction of travel is to increase inline with the amount of resource allocated to this activity. Given this is an output rather than an outcome measure, our intention is to use this as a monitoring measure only.                                                                                                                                                  |
| Arrests             | <p><b>Volume</b> - Number of arrests made in the town centre area</p> <p><b>Rate</b> – as above, expressed as a % of number of crimes occurring in the town centre</p>                                                            | 12 months to May 2026                                                              | Monthly / Rolling 12 months | Once the proposed baseline is established, activity will be monitored throughout the lifetime of the initiative. In the first instance, the anticipated direction of travel is to increase in line with the amount of crime recorded. There is then the potential for a reduction once the level of offending starts to reduce, in line with the longer-term objectives. Given this is an output rather than an outcome measure then intention is to use this as a monitoring measure only. |
| Stop and search     | <p><b>Volume</b> - Number of stop and searches carried out in the town centre area</p> <p><b>Rate</b> - Proportion of stop and searches carried out in the town centre area which result in a positive outcome i.e. an arrest</p> | 12 months to May 2026                                                              | Monthly / Rolling 12 months | Once the proposed baseline is established, activity will be monitored throughout the lifetime of the initiative. In the first instance, the anticipated direction of travel is to increase in line with the amount of patrol hours undertaken in the town centre. There is then the potential for a reduction once the level of criminality starts to reduce, in line with the longer-term objectives.                                                                                      |

|  |  |  |  |                                                                                                                    |
|--|--|--|--|--------------------------------------------------------------------------------------------------------------------|
|  |  |  |  | Given this is an output rather than an outcome measure then intention is to use this as a monitoring measure only. |
|--|--|--|--|--------------------------------------------------------------------------------------------------------------------|

|                             | 12 months ending                                                                                                                                                                                  | May-26 |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| <b>Recorded Crime</b>       | <b>Volume</b> - Number of recorded victim-based crimes occurring in the town centre                                                                                                               | 1944   |
|                             | <b>Rate</b> - as above, expressed as a % of the number of people visiting the town centre (footfall)                                                                                              | -      |
| <b>Antisocial behaviour</b> | <b>Volume</b> - Number of reported incidents of nuisance antisocial behaviour occurring in the town centre                                                                                        | 406    |
|                             | <b>Rate</b> - as above, expressed as a % of the number of people visiting the town centre (footfall)                                                                                              | -      |
| <b>Repeat Offending</b>     | <b>Volume</b> - number of suspects associated with a victim -based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months               | 823    |
|                             | <b>Volume</b> - number of <b>unique</b> suspects associated with a victim -based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months | 344    |
|                             | <b>Rate</b> - as above, expressed as a % of the total number of suspects committing crimes in town centre area                                                                                    | 41.8%  |
| <b>Repeat Victimization</b> | <b>Volume</b> - number of victims associated with a victim -based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months                       | 1235   |
|                             | <b>Volume</b> - number of <b>unique</b> victims associated with a victim -based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months         | 315    |
|                             | <b>Rate</b> - as above, expressed as a % of the total number of victims associated with crimes in town centre area                                                                                | 25.5%  |
| <b>Town centre patrols</b>  | <b>Number</b> - Number of hours spent in the town centre area on visible proactive patrols by allocated Neighbourhood Officers Officers / PSCO's                                                  | 52.5   |
|                             | <b>Number</b> - Total number of hours spent in the community on visible proactive patrols by allocated Neighbourhood Officers Officers / PSCO's                                                   | 209.4  |
|                             | <b>Rate</b> - as above, expressed as a % of total hours available (excluding time spent in police buildings)                                                                                      | 25.1%  |
| <b>Arrests</b>              | <b>Volume</b> - Number of individuals arrested in the town centre for any offence.                                                                                                                | 613    |
|                             | <b>Volume</b> - Number of crimes occurring in the town centre where an arrest has been made                                                                                                       | 607    |
|                             | <b>Rate</b> - as above, expressed as a % of total number of crimes occurring in the town centre                                                                                                   | 32%    |
| <b>Stop and search</b>      | <b>Volume</b> - Number of stop and searches carried out in the town centre area                                                                                                                   | 148    |
|                             | <b>Volume</b> - Number of stop and searches carried out in the town centre area resulting in a positive outcome i.e an arrest                                                                     | 41     |
|                             | <b>Rate</b> - Proportion of stop and searches carried out in the town centre area which result in a positive outcome i.e. an arrest                                                               | 27.70% |

**Notes**

Footfall Rates which involve 'footfall' within the calculation will need to be calculated by the project team this data is not collated by Cleveland Police

There are two volumetric figures provided for arrests a) based on a count of the number of people arrested in the town centre area FOR ANY OFFENCE b) based on a count of crimes occurring in the town centre which have resulted in least one person being arrested. The latter figure has been used to calculate the 'arrest rate' and this remains subsequent to further change as and when subsequent arrests are made.

|                             | 12 months ending                                                                                                                                                                                 | Apr-25 | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | May-26 |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Recorded Crime</b>       | <b>Volume</b> - Number of recorded victim-based crimes occurring in the town centre                                                                                                              | 115    | 138    | 160    | 173    | 164    | 135    | 147    | 178    | 160    | 156    | 154    | 162    | 172    | 183    |
|                             | <b>Rate</b> - as above, expressed as a % of the number of people visiting the town centre (footfall)                                                                                             | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      |
| <b>Antisocial behaviour</b> | <b>Volume</b> - Number of reported incidents of nuisance antisocial behaviour occurring in the town centre                                                                                       | 55     | 46     | 33     | 44     | 29     | 52     | 55     | 46     | 37     | 49     | 26     | 14     | 8      | 13     |
|                             | <b>Rate</b> - as above, expressed as a % of the number of people visiting the town centre (footfall)                                                                                             | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      |
| <b>Repeat Offending</b>     | <b>Volume</b> - number of suspects associated with a victim-based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months               | 48     | 66     | 74     | 96     | 79     | 64     | 76     | 87     | 88     | 77     | 92     | 85     | 93     | 81     |
|                             | <b>Volume</b> - number of <b>unique</b> suspects associated with a victim-based crime occurring in the town centre who have been named as a suspect on 3 or more occasions in the last 12 months | 31     | 27     | 46     | 58     | 31     | 28     | 38     | 44     | 33     | 38     | 40     | 39     | 42     | 42     |
|                             | <b>Rate</b> - as above, expressed as a % of the total number of suspects committing crimes in town centre area                                                                                   | 64.6%  | 40.9%  | 62.2%  | 60.4%  | 39.2%  | 43.8%  | 50.0%  | 50.6%  | 37.5%  | 49.4%  | 43.5%  | 45.9%  | 45.2%  | 51.9%  |
| <b>Repeat Victimization</b> | <b>Volume</b> - number of victims associated with a victim-based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months                       | 62     | 82     | 92     | 93     | 97     | 71     | 93     | 96     | 99     | 81     | 81     | 86     | 83     | 83     |
|                             | <b>Volume</b> - number of <b>unique</b> victims associated with a victim-based crime occurring in the town centre who are named as a victim on 2 or more occasions in the last 12 months         | 26     | 30     | 36     | 29     | 31     | 27     | 24     | 32     | 33     | 25     | 33     | 33     | 26     | 33     |
|                             | <b>Rate</b> - as above, expressed as a % of the total number of victims associated with crimes in town centre area                                                                               | 41.9%  | 36.6%  | 39.1%  | 31.2%  | 32.0%  | 38.0%  | 25.8%  | 33.3%  | 33.3%  | 30.9%  | 40.7%  | 38.4%  | 31.3%  | 39.8%  |
| <b>Town centre patrols</b>  | <b>Number</b> - Number of hours spent in the town centre area on visible proactive patrols by allocated Neighbourhood Officers Officers / PSCO's                                                 |        |        |        |        |        |        |        |        |        |        |        |        |        | 52.5   |
|                             | <b>Number</b> - Total number of hours spent in the community on visible proactive patrols by allocated Neighbourhood Officers Officers / PSCO's                                                  |        |        |        |        |        |        |        |        |        |        |        |        |        | 209.4  |
|                             | <b>Rate</b> - as above, expressed as a % of total hours available (excluding time spent in police buildings)                                                                                     |        |        |        |        |        |        |        |        |        |        |        |        |        | 25.1%  |
| <b>Arrests</b>              | <b>Volume</b> - Number of individuals arrested in the town centre for any offence.                                                                                                               | 30     | 38     | 59     | 53     | 58     | 48     | 45     | 62     | 73     | 39     | 44     | 45     | 39     | 48     |
|                             | <b>Volume</b> - Number of crimes occurring in the town centre where an arrest has been made                                                                                                      | 32     | 30     | 50     | 59     | 55     | 35     | 38     | 59     | 51     | 48     | 46     | 49     | 54     | 63     |
|                             | <b>Rate</b> - as above, expressed as a % of total number of crimes occurring in the town centre                                                                                                  | 27.8%  | 21.7%  | 31.3%  | 34.1%  | 33.5%  | 25.9%  | 25.9%  | 33.1%  | 31.9%  | 30.8%  | 29.9%  | 30.2%  | 31.4%  | 34.4%  |
| <b>Stop and search</b>      | <b>Volume</b> - Number of stop and searches carried out in the town centre area                                                                                                                  | 7      | 15     | 16     | 2      | 9      | 10     | 8      | 7      | 14     | 12     | 22     | 33     | 7      | 8      |
|                             | <b>Volume</b> - Number of stop and searches carried out in the town centre area resulting in a positive outcome i.e an arrest                                                                    | 1      | 3      | 2      |        | 2      | 2      | 1      | 3      | 4      | 5      | 5      | 9      | 2      | 6      |
|                             | <b>Rate</b> - Proportion of stop and searches carried out in the town centre area which result in a positive outcome i.e. an arrest                                                              | 14.3%  | 20.0%  | 12.5%  | 0.0%   | 22.2%  | 20.0%  | 12.5%  | 42.9%  | 28.6%  | 41.7%  | 22.7%  | 27.3%  | 28.6%  | 75.0%  |

**Notes**

- Footfall Rates which involve 'footfall' within the calculation will need to be calculated by the project team this data is not collated by Cleveland Police
- Patrols This data is only available from May 2026 onwards due to resource allocation processes and is based on those Neighbourhood Officers/PCSO's allocated to the town centre area only. The total number of hours spend in the community excludes any time spent within a police building.
- Arrests There are two volumetric figures provided for arrests a) based on a count of the number of people arrested in the town centre area FOR ANY OFFENCE b) based on a count of crimes occurring in the town centre which have resulted in at least one person being arrested. The latter figure has been used to calculate the 'arrest rate' and this remains subsequent to further change as and when subsequent arrests are made.

## Supporting Documents For Strategic Case

**Cleveland Police (2026)** *Neighbourhood patrols reduce town centre crime*. Available at: <https://www.cleveland.police.uk/news/cleveland/news/2026/january/neighbourhood-patrols-reduce-town-centre-crime>

**Cleveland Police and Crime Commissioner (2024)** *Safe, Strong and Confident Communities: Cleveland Police and Crime Plan 2024–2029*. Available at: <https://www.cleveland.pcc.police.uk/wp-content/uploads/2024/12/2024-27-Police-and-Crime-Plan.pdf>

**Middlesbrough Council (2024)** *Middlesbrough Community Safety Plan 2024–2026*. Available at: <https://www.middlesbrough.gov.uk/media/ttrdjkyu/middlesbrough-community-safety-plan-2024-2026.pdf>

**Middlesbrough Council (2025a)** *Public Space Protection Orders*. Available at: <https://www.middlesbrough.gov.uk/crime-and-safety/public-space-protection-orders/>

**Middlesbrough Council (2025b)** *Index of Multiple Deprivation 2025: Domain analysis*. Available at: <https://www.middlesbrough.gov.uk/open-data-and-foi/local-statistics-and-data/index-of-multiple-deprivation-2025/domain-analysis>

**Middlesbrough Council (2025c)** *Index of Multiple Deprivation 2025: Summary for Middlesbrough*. Available at: <https://www.middlesbrough.gov.uk/open-data-and-foi/local-statistics-and-data/index-of-multiple-deprivation-2025/summary-for-middlesbrough/>

**Middlesbrough Council (2025d)** *Footfall report, December 2025*.

**Middlesbrough Council (2026)** *Middlesbrough Town Centre Economic Impact Assessment*.

**Middlesbrough Development Corporation (2023)** *Masterplan / Supercharging Development in Middlesbrough*. Available at: [TV\\_MDC-masterplan\\_digital.pdf](#)

**Office of the Prime Minister / GOV.UK (2024)** *Plan for Change*. Available at: <https://www.gov.uk/missions>

**Prime Minister's Office, 10 Downing Street / GOV.UK (2024)** *Safer Streets*. Available at: <https://www.gov.uk/missions/safer-streets>

**TEES  
VALLEY**

|                                        | <b>Detail</b>                                             | 2026   | 2027   | 2028   |
|----------------------------------------|-----------------------------------------------------------|--------|--------|--------|
| Additional FTE jobs                    | Tees Valley GVA per job £55,284 (Source: ONS, 2023)       |        |        |        |
| Construction FTE jobs                  | Tees Valley GVA per job £62,600 (Source: Lightcast, 2022) |        |        |        |
| Additional overnight visitors (number) | See table below                                           |        |        |        |
| Additional day visitors (number)       | See table below                                           | 11,015 | 11,026 | 11,037 |
| Floorspace of new build (Sq.M.)        | <a href="#">Employment Density Calculator.xlsx</a>        |        |        |        |
| Land value uplift (Sq.M.)              | <a href="#">VOA_land_values_2019(1).xlsx</a>              |        |        |        |

| <b>Tees Valley 2024</b>   | <b>Spend per person per trip £</b> |
|---------------------------|------------------------------------|
| <b>Overnight Visitors</b> | £158.04                            |
| <b>Day Visitors</b>       | £36.39                             |

Source: STEAM, Global Tourism Solutions (UK) Ltd., TVCA

Note: In Option 10 low scenario additional day visitors are assumed to grow at half the 2025 UK growth rate of 0.2% i.e. 0.1% p.a. and maintain this level of increase in subsequent years.

|                                        | <b>Detail</b>                                             | 2026   | 2027   | 2028   |
|----------------------------------------|-----------------------------------------------------------|--------|--------|--------|
| Additional FTE jobs                    | Tees Valley GVA per job £55,284 (Source: ONS, 2023)       |        |        |        |
| Construction FTE jobs                  | Tees Valley GVA per job £62,600 (Source: Lightcast, 2022) |        |        |        |
| Additional overnight visitors (number) | See table below                                           |        |        |        |
| Additional day visitors (number)       | See table below                                           | 44,059 | 44,236 | 44,412 |
| Floorspace of new build (Sq.M.)        | <a href="#">Employment Density Calculator.xlsx</a>        |        |        |        |
| Land value uplift (Sq.M.)              | <a href="#">VOA_land_values_2019(1).xlsx</a>              |        |        |        |

| <b>Tees Valley 2024</b>   | <b>Spend per person per trip £</b> |
|---------------------------|------------------------------------|
| <b>Overnight Visitors</b> | £158.04                            |
| <b>Day Visitors</b>       | £36.39                             |

Source: STEAM, Global Tourism Solutions (UK) Ltd., TVCA

Note: In Option 10 high scenario additional day visitors are assumed to grow at double the 2025 UK growth rate of 0.2% i.e. 0.4% p.a. and maintain this level of increase in subsequent years.

| Year                                   | 0                | 1       | 2       | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27      | 28     | 29     | Total |                  |
|----------------------------------------|------------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-------|------------------|
| Discount factor                        | 1                | 0.9662  | 0.9335  | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950  | 0.3817 | 0.3687 |       |                  |
|                                        | 2026             | 2027    | 2028    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
|                                        | 2026/27          | 2027/28 | 2028/09 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>Costs</b>                           |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| TVCA                                   | 433,334          | 433,333 | 433,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,300,000        |
| Organisation A                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation B                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation C                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation D                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Other (type in)                        | 166,666          | 166,667 | 166,667 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 500,000 |        |        |       |                  |
| Total undiscounted costs               | 600,000          | 600,000 | 600,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,800,000        |
| Total discounted costs                 | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,739,817        |
| <b>Total economic costs</b>            | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,739,817</b> |
| <b>Benefits</b>                        |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| Additional FTE jobs (incl. multiplier) | 390,000          | 390,000 | 390,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,170,000        |
| Construction FTEs                      | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional overnight visitors          | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional day visitors                | 284,660          | 284,944 | 285,228 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 854,832          |
| Floorspace of new build                |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Land value uplift                      |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Other                                  |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Total undiscounted benefits            | 674,660          | 674,944 | 675,228 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 2,024,832        |
| Total discounted benefits              | 674,660          | 652,120 | 630,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,957,112        |
| <b>Total economic benefits</b>         | 674,660          | 652,120 | 630,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,957,112</b> |
| <b>NPSV</b>                            | <b>217,295</b>   |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>BCR</b>                             | <b>1.12</b>      |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>GVA impact</b>                      | <b>1,957,112</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |

| Year                                   | 0                | 1         | 2         | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27      | 28     | 29     | Total |                  |
|----------------------------------------|------------------|-----------|-----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-------|------------------|
| Discount factor                        | 1                | 0.9662    | 0.9335    | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950  | 0.3817 | 0.3687 |       |                  |
|                                        | 2026             | 2027      | 2028      |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
|                                        | 2026/27          | 2027/28   | 2028/09   |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>Costs</b>                           |                  |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| TVCA                                   | 433,334          | 433,333   | 433,333   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,300,000        |
| Organisation A                         | 0                | 0         | 0         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation B                         | 0                | 0         | 0         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation C                         | 0                | 0         | 0         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation D                         | 0                | 0         | 0         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Other (type in)                        | 166,666          | 166,667   | 166,667   |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 500,000 |        |        |       |                  |
| Total undiscounted costs               | 600,000          | 600,000   | 600,000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,800,000        |
| Total discounted costs                 | 600,000          | 579,710   | 560,106   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,739,817        |
| <b>Total economic costs</b>            | 600,000          | 579,710   | 560,106   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,739,817</b> |
| <b>Benefits</b>                        |                  |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| Additional FTE jobs (incl. multiplier) | 390,000          | 390,000   | 390,000   | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,170,000        |
| Construction FTEs                      | 0                | 0         | 0         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional overnight visitors          | 0                | 0         | 0         | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional day visitors                | 1,138,613        | 1,143,187 | 1,147,735 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 3,429,534        |
| Floorspace of new build                |                  |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Land value uplift                      |                  |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Other                                  |                  |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Total undiscounted benefits            | 1,528,613        | 1,533,187 | 1,537,735 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 4,599,534        |
| Total discounted benefits              | 1,528,613        | 1,481,340 | 1,435,492 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 4,445,444        |
| <b>Total economic benefits</b>         | 1,528,613        | 1,481,340 | 1,435,492 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>4,445,444</b> |
| <b>NPSV</b>                            | <b>2,705,628</b> |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>BCR</b>                             | <b>2.56</b>      |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>GVA impact</b>                      | <b>4,445,444</b> |           |           |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |

|                | Type of intervention                   |                                              |                   |                  |
|----------------|----------------------------------------|----------------------------------------------|-------------------|------------------|
|                | Business development & competitiveness | Regeneration through physical infrastructure | People and skills | All observations |
| Leakage        | 16.3%                                  | 14.1%                                        | 13.5%             | 15.8%            |
| Displacement   | 19.5%                                  | 38.7%                                        | 17.9%             | 21.5%            |
| Job multiplier | 1.25                                   | 1.33                                         | 1.66              | 1.25             |

Optimism Bias - Recommended Adjustment Ranges

| Project Type                   | Optimism Bias (%) <sup>2</sup> |       |                     |       |
|--------------------------------|--------------------------------|-------|---------------------|-------|
|                                | Works Duration                 |       | Capital Expenditure |       |
|                                | Upper                          | Lower | Upper               | Lower |
| Standard Buildings             | 4                              | 1     | 24                  | 2     |
| Non-standard Buildings         | 39                             | 2     | 51                  | 4     |
| Standard Civil Engineering     | 20                             | 1     | 44                  | 3     |
| Non-standard Civil Engineering | 25                             | 3     | 66                  | 6     |
| Equipment/Development          | 54                             | 10    | 200                 | 10    |
| Outsourcing                    | N/A                            | N/A   | 41*                 | 0*    |

\* The optimism bias for outsourcing projects is measured for operating expenditure.

| Land value uplift                             |                                                     |                   |
|-----------------------------------------------|-----------------------------------------------------|-------------------|
|                                               | Site Value Per Sq.M. (GIA - Gross Internal          |                   |
| <b>Commercial : Out of Town/Business Park</b> | <b>including all Office Space Only Common Areas</b> |                   |
| Middlesbrough                                 | £27.98                                              | £23.78            |
| Darlington                                    | £17.18                                              | £14.60            |
|                                               | <b>Site Value Per Sq.M.</b>                         |                   |
| <b>Commercial : Edge of City Centre</b>       | <b>including all Office Space Only Common Areas</b> |                   |
| Middlesbrough                                 | £210.65                                             | £179.06           |
| Darlington                                    | £210.65                                             | £179.06           |
|                                               | <b>Site Value Per Sq.M.</b>                         |                   |
| <b>Residential</b>                            | <b>Residential</b>                                  | <b>Industrial</b> |
| Darlington                                    | £64.00                                              | £17.50            |
| Hartlepool                                    | £62.00                                              | £18.00            |
| Middlesbrough                                 | £60.00                                              | £19.50            |
| Redcar & Cleveland                            | £40.00                                              | £15.00            |
| Stockton-on-Tees                              | £60.00                                              | £17.50            |

Employment density matrix

| Use Class        | Sub-Category                      | Sub-Sector                       | Density (sqm) | Notes                                                                                                                         |
|------------------|-----------------------------------|----------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------|
| B1a<br>Offices   | General Office                    | Corporate                        | 13            | NIA                                                                                                                           |
|                  |                                   | Professional Services            | 12            | NIA                                                                                                                           |
|                  |                                   | Public Sector                    | 12            | NIA                                                                                                                           |
|                  |                                   | TMT                              | 11            | NIA                                                                                                                           |
|                  |                                   | Finance & Insurance              | 10            | NIA                                                                                                                           |
|                  | Call Centres                      |                                  | 8             | NIA                                                                                                                           |
| B1b              | R&D Space                         |                                  | 40-60         | NIA, lower densities will be achieved in units with higher provision of shared or communal spaces                             |
| B1c              | Light Industrial                  |                                  | 47            | NIA                                                                                                                           |
| B2               | Industrial & Manufacturing        |                                  | 38            | GIA                                                                                                                           |
| B8               | Storage & Distribution            | National Distribution Centre     | 95            | GEA                                                                                                                           |
|                  |                                   | Regional Distribution Centre     | 77            | GEA                                                                                                                           |
|                  |                                   | 'Final Mile' Distribution Centre | 70            | GEA                                                                                                                           |
| Mixed B Class    | Small Business Workspace          | Incubator                        | 30-60         | B1a, B1b - the density will relate to balance between spaces, as the share of B1a increases so too will employment densities. |
|                  |                                   | Maker Spaces                     | 15-40         | B1c, B2, B8 - Difference between 'planned space' density and utilisation due to membership model                              |
|                  |                                   | Studio                           | 20-40         | B1c, B8                                                                                                                       |
|                  |                                   | Co-Working                       | 10-15         | B1a - Difference between 'planned space' density and utilisation due to membership model                                      |
|                  |                                   | Managed Workspace                | 12-47         | B1a, b, c                                                                                                                     |
| B8 / Sui Generis | Data Centres                      | Wholesale                        | 200-950       |                                                                                                                               |
|                  |                                   | Wholesale Dark Site              | 440-1,400     |                                                                                                                               |
|                  |                                   | Co-location Facility             | 180-540       |                                                                                                                               |
| A1               | Retail                            | High Street                      | 15-20         | NIA                                                                                                                           |
|                  |                                   | Foodstore                        | 15-20         | NIA                                                                                                                           |
|                  |                                   | Retail Warehouse                 | 90            | NIA                                                                                                                           |
| A2               | Finance & Professional Services   |                                  | 16            | NIA                                                                                                                           |
| A3               | Restaurants & Cafes               |                                  | 15-20         | NIA                                                                                                                           |
| C1               | Hotels                            | Limited Service / Budget         | 1 per 5 beds  | FTE per bed                                                                                                                   |
|                  |                                   | Mid-scale                        | 1 per 3 beds  | FTE per bed                                                                                                                   |
|                  |                                   | Upscale                          | 1 per 2 beds  | FTE per bed                                                                                                                   |
|                  |                                   | Luxury                           | 1 per 1 bed   | FTE per bed                                                                                                                   |
| D2               | Fitness Centres                   | Budget                           | 100           | GIA                                                                                                                           |
|                  |                                   | Mid Market                       | 65            | GIA - both types tend to generate between 40-50 jobs per gym                                                                  |
|                  |                                   | Family                           |               |                                                                                                                               |
|                  | Cinema                            |                                  | 200           | GIA                                                                                                                           |
|                  | Visitor & Cultural Attractions    |                                  | 30-300        | The diversity of the cultural attraction sector means a very wide range exists                                                |
|                  | Amusement & Entertainment Centres |                                  | 70            | Potential range of 20-100sqm                                                                                                  |

|                | 2025    | 2026    | 2027    | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 |
|----------------|---------|---------|---------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| TVCA           | 433,334 | 433,333 | 433,333 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Organisation A |         |         |         |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Organisation B |         |         |         |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Organisation C |         |         |         |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Organisation D |         |         |         |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |

2046 2047 2048 2049 2050 2051 2052 2053 2054 2055 2056 2057 2058 2059 2060 2061 2062 2063

2064 2065 2066 2067 2068 2069 2070 2071 2072 2073 2074 2075 2076 2077 2078 2079 2080 2081 2082 2083 2084 2085 2086 2087

|                                        | <b>Detail</b>                                             | 2026   | 2027   | 2028   |
|----------------------------------------|-----------------------------------------------------------|--------|--------|--------|
| Additional FTE jobs                    | Tees Valley GVA per job £55,284 (Source: ONS, 2023)       |        |        |        |
| Construction FTE jobs                  | Tees Valley GVA per job £62,600 (Source: Lightcast, 2022) |        |        |        |
| Additional overnight visitors (number) | See table below                                           |        |        |        |
| Additional day visitors (number)       | See table below                                           | 22,030 | 22,073 | 22,118 |
| Floorspace of new build (Sq.M.)        | <a href="#">Employment Density Calculator.xlsx</a>        |        |        |        |
| Land value uplift (Sq.M.)              | <a href="#">VOA_land_values_2019(1).xlsx</a>              |        |        |        |

| <b>Tees Valley 2024</b>   | <b>Spend per person per trip £</b> |
|---------------------------|------------------------------------|
| <b>Overnight Visitors</b> | £158.04                            |
| <b>Day Visitors</b>       | £36.39                             |

Source: STEAM, Global Tourism Solutions (UK) Ltd., TVCA

Notes: In Option 10 additional day visitors are assumed to match 2025 UK growth rate of 0.2% and maintain this level of increase in subsequent years. This represents a 5.0% improvement on the latest observed 4.8% decline. Baseline visitors at 11,014,826 for the year to date (Footfall report, December 2025). Option 5,6 and 7 assume stable visitor numbers going forwards. Option 5 annual wage bill £350k. Option 6 annual wage bill £390k (includes one additional public health outreach post). Option 7 annual wage bill £310k. Option 10 annual wage bill £390k (includes one additional health drop in post).

| Year                                   | 0                | 1       | 2       | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27      | 28     | 29     | Total |                  |
|----------------------------------------|------------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-------|------------------|
| Discount factor                        | 1                | 0.9662  | 0.9335  | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950  | 0.3817 | 0.3687 |       |                  |
|                                        | 2026             | 2027    | 2028    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
|                                        | 2026/27          | 2027/28 | 2028/09 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>Costs</b>                           |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| TVCA                                   | 433,334          | 433,333 | 433,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,300,000        |
| Organisation A                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation B                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation C                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation D                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Other (type in)                        | 166,666          | 166,667 | 166,667 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 500,000 |        |        |       |                  |
| Total undiscounted costs               | 600,000          | 600,000 | 600,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,800,000        |
| Total discounted costs                 | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,739,817        |
| <b>Total economic costs</b>            | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,739,817</b> |
| <b>Benefits</b>                        |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| Additional FTE jobs (incl. multiplier) | 390,000          | 390,000 | 390,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,170,000        |
| Construction FTEs                      | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional overnight visitors          | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional day visitors                | 569,319          | 570,430 | 571,593 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,711,343        |
| Floorspace of new build                |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Land value uplift                      |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Other                                  |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Total undiscounted benefits            | 959,319          | 960,430 | 961,593 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 2,881,343        |
| Total discounted benefits              | 959,319          | 927,952 | 897,658 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 2,784,929        |
| <b>Total economic benefits</b>         | 959,319          | 927,952 | 897,658 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>2,784,929</b> |
| <b>NPSV</b>                            | <b>1,045,112</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>BCR</b>                             | <b>1.60</b>      |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>GVA impact</b>                      | <b>2,784,929</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |

| Year                                   | 0                | 1       | 2       | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27      | 28     | 29     | Total |                  |
|----------------------------------------|------------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-------|------------------|
| Discount factor                        | 1                | 0.9662  | 0.9335  | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950  | 0.3817 | 0.3687 |       |                  |
|                                        | 2026             | 2027    | 2028    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
|                                        | 2026/27          | 2027/28 | 2028/09 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>Costs</b>                           |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| TVCA                                   | 433,334          | 433,333 | 433,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,300,000        |
| Organisation A                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation B                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation C                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation D                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Other (type in)                        | 166,666          | 166,667 | 166,667 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 500,000 |        |        |       |                  |
| Total undiscounted costs               | 600,000          | 600,000 | 600,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,800,000        |
| Total discounted costs                 | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,739,817        |
| <b>Total economic costs</b>            | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,739,817</b> |
| <b>Benefits</b>                        |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| Additional FTE jobs (incl. multiplier) | 350,000          | 350,000 | 350,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,050,000        |
| Construction FTEs                      | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional overnight visitors          | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional day visitors                | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Floorspace of new build                |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Land value uplift                      |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Other                                  |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Total undiscounted benefits            | 350,000          | 350,000 | 350,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,050,000        |
| Total discounted benefits              | 350,000          | 338,164 | 326,729 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,014,893        |
| <b>Total economic benefits</b>         | 350,000          | 338,164 | 326,729 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,014,893</b> |
| <b>NPSV</b>                            | <b>-724,924</b>  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>BCR</b>                             | <b>0.58</b>      |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>GVA impact</b>                      | <b>1,014,893</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |

| Year                                   | 0                | 1       | 2       | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27      | 28     | 29     | Total |                  |
|----------------------------------------|------------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-------|------------------|
| Discount factor                        | 1                | 0.9662  | 0.9335  | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950  | 0.3817 | 0.3687 |       |                  |
|                                        | 2026             | 2027    | 2028    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
|                                        | 2026/27          | 2027/28 | 2028/09 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>Costs</b>                           |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| TVCA                                   | 433,334          | 433,333 | 433,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,300,000        |
| Organisation A                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation B                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation C                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation D                         | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Other (type in)                        | 166,666          | 166,667 | 166,667 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 500,000 |        |        |       |                  |
| Total undiscounted costs               | 600,000          | 600,000 | 600,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,800,000        |
| Total discounted costs                 | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,739,817        |
| <b>Total economic costs</b>            | 600,000          | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,739,817</b> |
| <b>Benefits</b>                        |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| Additional FTE jobs (incl. multiplier) | 390,000          | 390,000 | 390,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,170,000        |
| Construction FTEs                      | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional overnight visitors          | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional day visitors                | 0                | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Floorspace of new build                |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Land value uplift                      |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Other                                  |                  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Total undiscounted benefits            | 390,000          | 390,000 | 390,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,170,000        |
| Total discounted benefits              | 390,000          | 376,812 | 364,069 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,130,881        |
| <b>Total economic benefits</b>         | 390,000          | 376,812 | 364,069 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,130,881</b> |
| <b>NPSV</b>                            | <b>-608,936</b>  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>BCR</b>                             | <b>0.65</b>      |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>GVA impact</b>                      | <b>1,130,881</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |

| Year                                   | 0               | 1       | 2       | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27      | 28     | 29     | Total |                  |
|----------------------------------------|-----------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-------|------------------|
| Discount factor                        | 1               | 0.9662  | 0.9335  | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950  | 0.3817 | 0.3687 |       |                  |
|                                        | 2026            | 2027    | 2028    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
|                                        | 2026/27         | 2027/28 | 2028/09 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>Costs</b>                           |                 |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| TVCA                                   | 433,334         | 433,333 | 433,333 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,300,000        |
| Organisation A                         | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation B                         | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation C                         | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Organisation D                         | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Other (type in)                        | 166,666         | 166,667 | 166,667 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 500,000 |        |        |       |                  |
| Total undiscounted costs               | 600,000         | 600,000 | 600,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,800,000        |
| Total discounted costs                 | 600,000         | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 1,739,817        |
| <b>Total economic costs</b>            | 600,000         | 579,710 | 560,106 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>1,739,817</b> |
| <b>Benefits</b>                        |                 |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| Additional FTE jobs (incl. multiplier) | 310,000         | 310,000 | 310,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 930,000          |
| Construction FTEs                      | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional overnight visitors          | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Additional day visitors                | 0               | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 0                |
| Floorspace of new build                |                 |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Land value uplift                      |                 |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Other                                  |                 |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        | 0       |        |        |       |                  |
| Total undiscounted benefits            | 310,000         | 310,000 | 310,000 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 930,000          |
| Total discounted benefits              | 310,000         | 299,517 | 289,388 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | 898,905          |
| <b>Total economic benefits</b>         | 310,000         | 299,517 | 289,388 | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0       | 0      | 0      | 0     | <b>898,905</b>   |
| <b>NPSV</b>                            | <b>-840,911</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>BCR</b>                             | <b>0.52</b>     |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |
| <b>GVA impact</b>                      | <b>898,905</b>  |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |        |       |                  |

| Year                                   | 0              | 1       | 2       | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15     | 16     | 17     | 18     | 19     | 20     | 21     | 22     | 23     | 24     | 25     | 26     | 27     | 28     | 29     | Total |
|----------------------------------------|----------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| Discount factor                        | 1              | 0.9662  | 0.9335  | 0.9019 | 0.8714 | 0.8420 | 0.8135 | 0.7860 | 0.7594 | 0.7337 | 0.7089 | 0.6849 | 0.6618 | 0.6394 | 0.6178 | 0.5969 | 0.5767 | 0.5572 | 0.5384 | 0.5202 | 0.5026 | 0.4856 | 0.4692 | 0.4533 | 0.4380 | 0.4231 | 0.4088 | 0.3950 | 0.3817 | 0.3687 |       |
|                                        | 2026           | 2027    | 2028    |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
|                                        | 2026/27        | 2027/28 | 2028/09 |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| <b>Costs</b>                           |                |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| TVCA                                   | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Organisation A                         | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Organisation B                         | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Organisation C                         | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Organisation D                         | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Other (type in)                        | 0              | 0       | 0       |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| Total undiscounted costs               | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Total discounted costs                 | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| <b>Total economic costs</b>            | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| <b>Benefits</b>                        |                |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| Additional FTE jobs (incl. multiplier) | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Construction FTEs                      | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Additional overnight visitors          | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Additional day visitors                | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Floorspace of new build                |                |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| Land value uplift                      |                |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| Other                                  |                |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| Total undiscounted benefits            | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| Total discounted benefits              | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| <b>Total economic benefits</b>         | 0              | 0       | 0       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0     |
| <b>NPSV</b>                            | <b>0</b>       |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| <b>BCR</b>                             | <b>#DIV/0!</b> |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |
| <b>GVA impact</b>                      | <b>0</b>       |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |

**MIDDLESBROUGH EMPLOYEE****JOB DESCRIPTION**

|                                |                                       |
|--------------------------------|---------------------------------------|
| <b>Post Title:</b>             | Neighbourhood Navigator               |
| <b>Grade and Salary Scale:</b> | Grade J SCP 25-27 (£35,235 - £37,035) |
| <b>Department:</b>             | Environment & Community Services      |
| <b>Service area:</b>           | Neighbourhoods                        |
| <b>Responsible To:</b>         | Neighbourhood Officer                 |
| <b>Post Ref:</b>               |                                       |

---

**This post is funded by Tees Valley Combined Authority until 31 March 2029**

**Purpose of the Post**

To develop and deliver tailored programmes to support identified adults and families with complex needs into mainstream and specialist services.

To reduce family breakdown by supporting parents, carers & children to address short and long-term challenges whilst working on practical solutions to reduce conflict.

**Duties and Responsibilities:**

1. To support individual adults and families with complex needs and deliver intensive interventions within a multi-agency environment to intervene at the earliest opportunity.
2. To work with a range of stakeholders and partners to create bespoke programmes that engage individuals and families to improve outcomes using evidence-based practice.
3. To work in an innovative and challenging way with individuals to reach their full potential.
4. To co-ordinate multi-disciplinary early help approaches using agreed assessment planning, monitoring and quality assurance processes which meet inspection frameworks.
5. To apply a 'whatever it takes' attitude to engaging and supporting adults and families with complex needs.
6. To maintain, update and record accurate caseload data on appropriate management information systems.
7. To work within and promote Middlesbrough Safeguarding procedures.
8. To assist service users in their recovery from substance misuse offering appropriate support and/or signposting.
9. To support individuals with health, education, training and employment opportunities.
10. To work in partnership with parents to strengthen parental capacity and family relationships.

11. To work directly with children developing positive relationships and providing appropriate support to address a range of needs including disruptive and challenging behaviour.
12. Carry out assessments of family's needs to identify and plan the support needed to address issues and prevent problems from escalating.
13. Undertake regular review meetings with individuals & families during home and community visits to ensure they are fully supported.

### **Corporate Responsibilities:**

- We will make every reasonable effort to supply the necessary employment aids, equipment or adaptations to enable employees to perform the full duties of the job in accordance with the Equality Act 2010 where a post holder is disabled.
- You will
  - Demonstrate a commitment to the principles of equality of opportunity and fairness of treatment in relation to employment issues and service delivery.
  - Respect all confidentiality and principles and practices of the Data Protection Act.
  - Comply with Health and Safety policies and legislation.
  - Be committed to continuous personal development, including Middlesbrough learns.
  - Demonstrate a commitment to the safeguarding of children and vulnerable adults, highlighting any areas of concern with the appropriate service and adhering to the policies of the Council relating to these issues.
- The above duties and responsibilities cannot totally encompass or define all tasks which may be required. The outlined duties and responsibilities may, therefore, vary from time to time without materially changing either the character or level of responsibility: these factors are reflected in the post.

## PERSON SPECIFICATION

For the purposes of recruitment and selection, you will be assessed against Our Values and the criterion which are marked as essential/desirable in the Qualifications and Knowledge & Experience section.

### Our Values

Our Values are a critical element of our strategy to create a brighter future for Middlesbrough. They will be at the heart of everything we do and will be the foundation for how we operate, behave and make decisions. Having these values will help you be the best you can be and help Middlesbrough to grow and thrive.

#### **PASSIONATE about Middlesbrough**

- Believe in Middlesbrough
- Be proud to work for the Council
- Have a 'can do' attitude

#### **INTEGRITY at our heart**

- To be open, honest and transparent
- Communicate well with others
- Treat others with respect

#### **CREATIVE in our thinking**

- Always look to improve
- Find solutions to problems
- Positive to change

#### **COLLABORATIVE in our approach**

- Engage and consult with others
- Seek feedback from others
- Understand the needs of others

#### **FOCUSSED on what matters**

- Understand the Council's and my own priorities
- Put the customer first
- Deliver against expectation

**MIDDLESBROUGH EMPLOYEE  
PERSON SPECIFICATION**

|                                                                                                                                                                                                                                          | <b>Essential</b> | <b>Desirable</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>QUALIFICATIONS</b>                                                                                                                                                                                                                    |                  |                  |
| 1. Good standard of general education to GCSE Level or equivalent                                                                                                                                                                        | <b>x</b>         |                  |
| <b>KNOWLEDGE &amp; EXPERIENCE</b>                                                                                                                                                                                                        |                  |                  |
| 1. Evidence of training in areas related to vulnerable Adults and children.                                                                                                                                                              | <b>x</b>         |                  |
| 2. Specialist knowledge and experience of work and assessment with Adults and children.                                                                                                                                                  | <b>x</b>         |                  |
| 3. Experience of working within a multi-agency environment managing complex agendas.                                                                                                                                                     | <b>x</b>         |                  |
| 4. Knowledge of the resources available to provide information, advice and guidance to Families.                                                                                                                                         | <b>x</b>         |                  |
| 5. Experience of working effectively with a wide range of statutory, voluntary and community organisations to secure best value in service delivery                                                                                      | <b>x</b>         |                  |
| 6. Knowledge of safeguarding guidance and procedures for Adults and children.                                                                                                                                                            | <b>x</b>         |                  |
| 7. Ability to chair meetings and follow up agreed actions within a multi-agency environment.                                                                                                                                             |                  | <b>x</b>         |
| <b>SKILLS &amp; ABILITIES</b>                                                                                                                                                                                                            |                  |                  |
| 1. Ability to work with vulnerable individuals including those with complex needs                                                                                                                                                        | <b>x</b>         |                  |
| 2. Effective communication skills, both written and verbal, in order to interact with children and adults, colleagues, managers and partner agencies and to positively represent the council in a range of internal and external forums. | <b>x</b>         |                  |
| 3. Ability to work to deadlines & meet target objectives                                                                                                                                                                                 | <b>x</b>         |                  |
| 4. Proficient in the use of outlook and IT systems.                                                                                                                                                                                      | <b>x</b>         |                  |
| 5. Access to a vehicle for visits to service users' homes and other sites as well as being able to transport Adults when necessary.                                                                                                      | <b>x</b>         |                  |



## **JOB DESCRIPTION**

**Post Title:** Neighbourhood Safety Warden

**Grade and Salary Scale:** H SCP 18 – 21

**Directorate and Service:** Environment and Community Services, Neighbourhoods

**Responsible To:** Senior Neighbourhood Safety Warden

---

**This post is funded by Tees Valley Combined Authority until 31 March 2029**

### **Purpose of the Post:**

The Neighbourhood Safety Warden role aims to improve the lives for all communities within Middlesbrough. This role is broad and requires you to utilise a wide range of tools and powers to solve problems within communities. You will be responsible to the Community Safety Manager via the Senior Neighbourhood Safety Warden. Your role will require you to use and implement a range of tools and powers from the ASB Crime and Policing Act 2014, to take positive action against individuals committing anti-social behaviour and low-level crime within Middlesbrough.

You will be required to undertake car parking enforcement duties across the town using powers gained through the British Parking Association. You will utilise tools and powers available to you to proactively impact on environmental factors such as reduction of litter, nuisance vehicles, ASB and contribute to reductions in criminal activity within the town.

The principal function of this role is to deal with a range of matters such as reducing Anti-Social Behaviour and effectively managing pathways and entry for vulnerable people to relevant services. The role will strive to make Middlesbrough a safer, stronger, and healthier place to live through proactive, intelligence-led partnerships work that is responsive to the public needs.

Wardens work across four dedicated Neighbourhood Teams in Middlesbrough and must be effective team players, experienced in multi-agency working and skilled in positive risk management. The role combines being responsive, dealing with vulnerable members of the public who may present in crisis. You will be proactive and ensure effective case management and coordination with vulnerable members of the public to services to improve outcomes.

### **Duties and Responsibilities:**

1. To undertake effective case management and coordination with service users experiencing multiple needs in relation to homelessness, substance misuse and/or domestic abuse.
2. To act as first line responders for community safety related matters and adopt a problem-solving approach to corporate priorities found with Middlesbrough Council's Strategic Plan.
3. Respond to complaints and investigate all matters utilising the tools and powers available to take roust positive action against perpetrators committing ASB, low level crime and environmental crime.

4. Work collaboratively with internal and external stakeholders to the council which includes Cleveland Police, Cleveland Fire Brigade, Registered Social Landlords, treatment services, voluntary sector organisations and Adult and Children's Social Care. (There are far more stakeholders the Neighbourhood Safety Warden will engage with).
5. To report criminal activity to the police, and other agencies, provide statements and give evidence in Court as and when required.
6. Identify and engage with the perpetrators of anti-social behaviour to help educate and divert them from such behaviour.
7. To report incidents of racial harassment, homophobia, repeat victimisation, and other forms of hate crime.
8. To respond to complaints, investigate and proactively deal with environmental issues including litter, graffiti, fly tipping, dogs, fly posting, derelict properties and land, waste offences. This includes enforcing prohibitions and issuing fixed penalty notice for a range of offences including breachers of the Public Space Protection Order.
9. Utilise environmental and ASB enforcement powers by means of issuing fixed penalty notices to address the following:  
*Dog Fouling – Dogs (Fouling of Land) Act 1996.*  
*Breaches of the Public Space Protection Order prohibitions.*  
*Breach of Dog Control Orders made under the provisions of the Clean Neighbourhoods and Environment Act 2005.*  
*The acts of spraying graffiti or erecting fly-posting – Antisocial Behaviour Act 2003.*  
*Unauthorised Distribution of Free Printed Matter – Environmental Protection Act 1990.*  
*Distribution of Free Printed Matter – Environmental Protection Act 1990.*  
*Depositing Litter – Environmental Protection Act 1990.*  
*Waste receptacle offences – Environmental Protection Act 1990.*
10. To undertake First Aid duties and administer naloxone to individuals who may have overdosed on an opioid substance.
11. To take the lead professional role where this is required and support colleagues from other agencies both internal and external to the council.
12. To assess risk in collaboration with service users, personal support network and other workers/agencies alongside using own professional judgement and team processes.
13. Use available technology and platforms to accurately record activity and results in a timely manner.
14. Patrolling designated parking areas undertaking car parking enforcement across the whole town, this includes Middlesbrough Schools.
15. You will need to attend local community meetings with residents, business and other community groups to provide advice and guidance around community-based issues, specifically relating to anti-social behaviour, parking enforcement and environmental matters.
16. Assist with events marshalling and traffic control as and when required.

17. Provide cover for Town Centre Neighbourhood Safety Wardens and Car Park Attendants in carrying out security arrangements including the opening and closing of multi-storey car parks as directed by management.
18. Assist in the training and development of staff and to undertake such personal training as may be deemed necessary to meet the duties and responsibilities of the post.
19. To take reasonable care of own health and safety and co-operate with management as far as is necessary to enable compliance with the Authority's health and safety rules and legislative requirements.

### **Corporate Responsibilities:**

- We will make every reasonable effort to supply the necessary employment aids, equipment, or adaptations to enable employees to perform the full duties of the job in accordance with the Equality Act 2010 where a post holder is disabled.
- You will
  - Demonstrate a commitment to the principles of equality of opportunity and fairness of treatment in relation to employment issues and service delivery.
  - Respect all confidentiality and principles and practices of the Data Protection Act.
  - Comply with Health and Safety policies and legislation.
  - Be committed to continuous personal development, including Middlesbrough learns.
  - Demonstrate a commitment to the safeguarding of children and vulnerable adults, highlighting any areas of concern with the appropriate service and adhering to the policies of the Council relating to these issues.
- The above duties and responsibilities cannot totally encompass or define all tasks which may be required. The outlined duties and responsibilities may, therefore, vary from time to time without materially changing either the character or level of responsibility: these factors are reflected in the post.

## PERSON SPECIFICATION

For the purposes of recruitment and selection, you will be assessed against Our Values and the criterion marked as Essential/Desirable in the Qualifications and Knowledge & Experience section.

### Our Values

Our Values are a critical element of our strategy to create a brighter future for Middlesbrough. They will be at the heart of everything we do and will be the foundation for how we operate, behave and make decisions. Having these values will help you be the best you can be and help Middlesbrough to grow and thrive.

### Our Values



#### Passion

We believe in Middlesbrough and are proud to work for the town



#### Integrity

We are open and transparent and treat everyone with respect



#### Creativity

We have the courage to try new ideas and new ways of working



#### Collaboration

We work with others to make Middlesbrough better



#### Focus

We are clear about what we will deliver to meet the needs of the town

## PERSON SPECIFICATION

| <b>MIDDLESBROUGH VALUES:</b>                                                                                                                                                                                            | <b>Essential<br/>X</b> | <b>Desirable<br/>X</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|
| 1. Being passionate about working for Middlesbrough Council with a commitment to meeting our values                                                                                                                     | <b>X</b>               |                        |
| <b>QUALIFICATIONS:</b>                                                                                                                                                                                                  |                        |                        |
| 2. GCSE grade C in English and Maths or equivalent.                                                                                                                                                                     | <b>X</b>               |                        |
| 3. Be eligible to apply for accreditation under the Community Safety Accreditation Scheme with Cleveland Police and meet the standards of acceptance to the Scheme which will include passing NPPV L2 security vetting. | <b>X</b>               |                        |
| 4. Hold a full driving license.                                                                                                                                                                                         | <b>X</b>               |                        |
| <b>KNOWLEDGE &amp; EXPERIENCE:</b>                                                                                                                                                                                      |                        |                        |
| 5. Experience of dealing with the public.                                                                                                                                                                               | <b>X</b>               |                        |
| 6. Experience of working with hard-to-reach groups.                                                                                                                                                                     |                        | <b>X</b>               |
| 7. Experience of multi-agency working.                                                                                                                                                                                  |                        | <b>X</b>               |
| 8. Proven record keeping skills.                                                                                                                                                                                        | <b>X</b>               |                        |
| 9. Good communication skills.                                                                                                                                                                                           | <b>X</b>               |                        |
| 10. Able to work on own initiative unsupervised.                                                                                                                                                                        | <b>X</b>               |                        |
| 11. Ability to carry out duties involving a significant amount of walking in all weather conditions daily.                                                                                                              | <b>X</b>               |                        |
| 12. Experience of dealing with complaints of anti-social behavior and environmental crime.                                                                                                                              |                        | <b>X</b>               |
| 13. Experience of working in an enforcement related background.                                                                                                                                                         |                        | <b>X</b>               |
| 14. Experience in addressing meetings and/or community groups and interacting with members of the public/community.                                                                                                     |                        | <b>X</b>               |
| 15. Knowledge of environmental and anti-social behavior legislation and local procedures.                                                                                                                               |                        | <b>X</b>               |
| 16. Knowledge of problem solving and using a multi-agency approach.                                                                                                                                                     | <b>X</b>               |                        |
| 17. High level of interpersonal and communication skills both written and verbal.                                                                                                                                       | <b>X</b>               |                        |
| 18. Excellent organisation skills.                                                                                                                                                                                      | <b>X</b>               |                        |
| 19. IT literate (competent in Microsoft Office and Outlook Calendar).                                                                                                                                                   | <b>X</b>               |                        |
| 20. Ability to prioritise and work under pressure.                                                                                                                                                                      | <b>X</b>               |                        |

|                                                                                           |          |  |
|-------------------------------------------------------------------------------------------|----------|--|
| <b>21.</b> Ability to deal constructively with conflict and difficult situations.         | <b>X</b> |  |
| <b>22.</b> Ability to work to deadlines.                                                  | <b>X</b> |  |
| <b>23.</b> Investigatory, surveillance and evidence gathering skills.                     | <b>X</b> |  |
| <b>24.</b> Ability to work independently using your own initiative and as part of a Team. | <b>X</b> |  |
| <b>25.</b> Report writing skills.                                                         | <b>X</b> |  |
| <b>26.</b> A calm and confident approach with good negotiating & problem-solving skills.  | <b>X</b> |  |
| <b>27.</b> Must be willing to work Saturdays and Sundays (flexible approach.)             | <b>X</b> |  |



|                               |                                  |
|-------------------------------|----------------------------------|
| <b>Service Unit</b>           | Police Community Support Officer |
| <b>Team</b>                   | Neighbourhood Policing           |
| <b>Responsible to</b>         | Neighbourhoods Sergeant          |
| <b>Scale and Salary Range</b> | Sc 3 / 4                         |
| <b>Vetting Status</b>         | RV                               |
| <b>Politically Restricted</b> | No                               |
| <b>CVF Level</b>              | Level 1                          |

**This post is funded by Tees Valley Combined Authority until 31 March 2029**

**Job Purpose**

- To work as an integral part of the Neighbourhood Policing Team in providing high visibility uniformed patrols in Middlesbrough town centre, tackling and deterring antisocial behaviour, criminal activity, and gathering intelligence to support and enhance front line policing.
- Being readily accessible to communities working with them and partner agencies delivering sustainable solutions to identified problems helping to increase public confidence.

**Principal Duties and Responsibilities**

**Communication**

- Undertake daily contact with members of the public dealing with reported incidents giving advice and guidance taking enforcement action where appropriate.
- Work proactively with colleagues and members from other departments within the force.
- Producing reports and writing statements as required.
- Maintain regular contact working with partner agencies and other organisations such as:
  - Local Authority departments – Antisocial Behaviour, Enforcement, Environmental, Animal Welfare, Cleansing, Highways
  - Housing Associations
  - Schools
  - Resident and community groups
  - Neighbourhood Watch
  - Youth Services / Groups
  - Councillors and community leaders
  - Shops and businesses
- Gather intelligence for a policing purpose.
- Ensure that required documentation is regularly updated both internally (intranet) and externally (internet)
- Use a range of communication methods and technologies.
- Undertake conflict resolution in a attempt to resolve issues.

**Teamwork and Motivation**

- Work within a mixed team of Police Officers and PCSO’s with responsibility for delivery of neighbourhood policing across local policing areas.
- Working co-operatively with team members and colleagues to contribute positively and

constructively to achieve both team and force goals.

- Identify problems and provide solutions at an early stage before they escalate.
- Undertake appropriate tasks assigned from the job queue to assist with demand for service.
- Conduct revisits to victims of crime and antisocial behaviour.
- Provide advice and guidance on crime reduction and target hardening measures to victims of crime.
- Conduct house to house and CCTV enquiries.
- Gather evidence to support Acceptable Behaviour Contracts and Antisocial Behaviour Orders.

### **Liaison and Networking**

- Develop community links by working with the public, partner agencies and other organisations and groups in order to gain a detailed understanding of community issues and problems that will enable the development of suitable strategies and solutions.
- Develop links with hard to reach groups and individuals with our diverse communities.
- Engage with appropriate internal networks and groups who can provide specialist support, advice and best practice.

### **Service Delivery**

- Work to agreed policies and strategies both at local and force level to achieve positive outcomes against identified priorities.
- Keep both external and internal customers up to date with results, actions and developments.
- Develop and encourage community self-help programmes, for example Neighbourhood Watch and Shop Watch.
- Develop community forums establishing links with hard to reach groups such as ethnic minorities and young persons.
- Prepare for and actively contribute in a coherent clear manner at community meetings detailing actions and outcomes.
- Maintaining high standards of both conduct and appearance acting professionally at all times being respectful of diversity and promoting equality.

### **Initiative and Problem Solving**

- Assist in developing solutions to long-standing, repeated or emerging community problems.
- Use force systems to gather and analyse data to assist in problem solving.
- Producing action plans using force systems and documents to develop a problem solving approach.

### **Driving police vehicles / Pedal cycles**

- Individuals with a valid Force driving permit are authorised to drive police vehicles for general purposes e.g. as a means of transportation between patrol locations.
- Undertake pedal cycle patrol where appropriate.



**Note**

The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post.

All employees are to comply with confidentiality laid down in the Data Protection Act 2018, the Management of Police Information (MOPI), and the Official Secrets Act (which you will be bound for, for life).

All employees are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police.

| Person Specification                                                                                                     |                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Essential knowledge, skills, and experience (E)                                                                          | Desirable knowledge, skills, and experience (D)                                            |
| <b>Knowledge and Qualifications</b>                                                                                      |                                                                                            |
| Have the ability to understand and apply legislation and force policy in respect of designated powers                    | First Aid                                                                                  |
| Have basic keyboard skills and working knowledge of Microsoft Word and Excel                                             |                                                                                            |
| Good standard of education – minimum of a Level 2 qualification (or equivalent) or significant relevant work experience. |                                                                                            |
| <b>Experience</b>                                                                                                        |                                                                                            |
| Life experience and ability to connect with a diverse audience                                                           | Experience of working with young people and collaborative working with other organisations |
| Experience of handling difficult or sensitive situations and the ability to remain calm under pressure                   |                                                                                            |
| <b>Skills / Abilities</b>                                                                                                |                                                                                            |
| Demonstrate effective problem solving skills                                                                             | Able to demonstrate the ability to undertake tutoring/mentoring                            |
| Be able to communicate effectively both verbally and in writing                                                          | Language skills                                                                            |
| Possess excellent negotiation skills                                                                                     | Ability to deliver presentations to a wide audience                                        |
| Demonstrate the ability to communicate effectively with a diverse audience                                               |                                                                                            |
| <b>Other</b>                                                                                                             |                                                                                            |



|                                                                                               |                                                                                 |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Ability to flexibly work shifts including evenings, weekends and public holidays as required  | Possess a valid driving license and ability to drive force vehicles as required |
| Be enthusiastic, motivated and flexible to change                                             |                                                                                 |
| Act and behave professionally at all times                                                    |                                                                                 |
| Proven ability to work proactively using own initiative and collaboratively as part of a team |                                                                                 |

**All applicants who identify themselves on the equal opportunities section of the application form as having a disability under the Equality Act 2010 and who meet the essential criteria for the post will be guaranteed an interview.**

| Version Control                             |              |
|---------------------------------------------|--------------|
| Reason for Version Change                   | Version date |
| Placed on new template                      | 04/02/2025   |
| To add significant relevant work experience | 03/09/2025   |
|                                             |              |
|                                             |              |

**Competency and Values Framework (CVF) for Policing: Level 1 – Practitioner**

**Set out below are Cleveland Police Leadership Behaviours (2017) drawn from the College of Policing’s Competency and Values Framework for Policing (2024). A candidate’s behaviours/values will be measured at interview.**

| Competency                   | Level 1 – Practitioner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Emotional Awareness          | <ul style="list-style-type: none"> <li>• I communicate effectively and compassionately, tailoring my communication so I can be easily understood by others.</li> <li>• I seek to understand and manage my own emotions to remain effective, even under pressure.</li> <li>• I seek out support to help me perform effectively.</li> <li>• I recognise that some situations might affect my ability to deal with stress and pressure.</li> <li>• I adapt my style and approach by understanding the emotional needs of the people I am working with and the public.</li> <li>• I seek to understand the concerns of others even when they are unable to express themselves clearly.</li> </ul> |
| Making Ownership<br>Page 232 | <ul style="list-style-type: none"> <li>• I approach tasks with enthusiasm and a positive attitude, adapting quickly from one situation to the next.</li> <li>• I take responsibility for my own actions and decisions.</li> <li>• I respond to demanding and tough situations, demonstrating commitment to tackling the issue.</li> <li>• I seek appropriate advice and guidance on tasks and decisions when necessary.</li> <li>• I take responsibility to regularly update people who are relying on me.</li> <li>• I seek feedback to understand the quality of my work and the impact of my actions.</li> </ul>                                                                           |
| Collaboration                | <ul style="list-style-type: none"> <li>• I learn about stakeholders in other teams, organisations, and the community so I can work with them effectively.</li> <li>• I work to get to know others and build rapport so that we can achieve shared goals.</li> <li>• I work flexibly with people across different levels, teams and backgrounds.</li> <li>• I work cooperatively with others to get things done, willingly giving help and support to colleagues.</li> <li>• I actively seek to engage with and learn from a diverse group to improve the work I do.</li> </ul>                                                                                                                |
| Support and Inspiration      | <ul style="list-style-type: none"> <li>• I take opportunities to share my positive commitment to policing and its values with others.</li> <li>• I take steps to understand how my work contributes to the purpose of policing and the priorities of my force.</li> <li>• I am conscientious in my approach, working hard to provide the best service and remove obstacles that could prevent or hinder delivery.</li> <li>• I take on challenging tasks to help to improve the service continuously and support my colleagues.</li> <li>• I support the efficient use of resources to create the most value and to deliver the right impact.</li> </ul>                                      |
| Analysing Critically         | <ul style="list-style-type: none"> <li>• I recognise the need to think critically about issues and challenge my assumptions, ensuring I find information and data that can help me make better decisions.</li> <li>• I absorb and interpret information accurately and in an appropriate timeframe, separating what is relevant and not relevant.</li> </ul>                                                                                                                                                                                                                                                                                                                                  |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | <ul style="list-style-type: none"> <li>• I solve problems proactively by understanding the reasons behind them, using learning from evidence and from my experiences to take action.</li> <li>• I apply professional knowledge and decision-making frameworks, in addition to drawing on my personal experience and judgement, to make better decisions.</li> <li>• I recognise where there may be gaps and inconsistencies in data and information and think about the potential implications of this.</li> <li>• I keep clear and accurate records of information and data to support evidence-based decision making.</li> </ul> |
| Innovative and Open Minded | <ul style="list-style-type: none"> <li>• I seek to learn from new ideas and experiences, including the diverse experiences of others.</li> <li>• I share suggestions with colleagues, speaking up to help improve existing working methods and practices.</li> <li>• I reflect on my experience of different situations and act on the learning this provides</li> <li>• I show that I am open to new ideas and ways of working.</li> <li>• I adapt flexibly to change as the need arises, encouraging others to do the same.</li> </ul>                                                                                           |

| Values              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Courage<br>Page 233 | <ul style="list-style-type: none"> <li>• Do the right thing, even when it feels difficult</li> <li>• Act as a role model to encourage professional and ethical behaviour in others</li> <li>• Challenge behaviours, language and attitudes that undermine our profession and support others to do the same</li> <li>• Stand up against discrimination, prejudice and hate in all its forms</li> <li>• Engage in difficult conversations when we hear or see unprofessional behaviour</li> <li>• Address incidents of unprofessional conduct and take appropriate action</li> <li>• Are open and responsive to scrutiny and challenge</li> <li>• Are honest and truthful, giving accurate representations of our actions and records</li> </ul> |
| Respect and Empathy | <ul style="list-style-type: none"> <li>• Treat everyone with dignity and respect, even in challenging circumstances</li> <li>• Give people equal opportunity to share their views and take these into account</li> <li>• Recognise and manage our biases to ensure we make fair and objective decisions</li> <li>• Take action to understand and appreciate other people's experiences, values and beliefs and how they differ from our own</li> <li>• Promote equality and celebrate difference</li> <li>• Respond fairly, impartially and with sensitivity to people's needs</li> </ul>                                                                                                                                                      |
| Public Service      | <ul style="list-style-type: none"> <li>• Act in the interest of the public, first and foremost</li> <li>• Are open and honest about our knowledge and experience with those we serve, even when it can be uncomfortable</li> <li>• Act in ways that give others the confidence to share experiences and ideas that can improve outcomes for the public</li> <li>• Seek to understand and address the needs and concerns of all our different communities</li> </ul>                                                                                                                                                                                                                                                                            |

- |  |                                                                                                                                                                                                                                                                                                                         |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"><li>• Seek constructive feedback from a wide variety of people, avoiding being defensive</li><li>• Reflect on and understand our own strengths and areas for development and take responsibility for our own learning to address gaps and improve our service to the public</li></ul> |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Further detailed information on the CVF can be located by clicking on the following link:

<https://www.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf>

**MIDDLESBROUGH COUNCIL - HUB COSTS**

| Safe Haven Costs Projection - Inclusive Of Town Centre Team |                   |                   |                   | Safe Haven Costs Projection - Exclusive Of Town Centre Team |                  |                  |                  | Safe Haven Costs Projection - Exclusively Town Centre Team - Preferred Option |                   |                   |                   |                                                       |
|-------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------------------------------------------------|------------------|------------------|------------------|-------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------------------------------------------|
| Unit No.07 Rent Projection                                  | Year 1            | Year 2            | Year 3            | Unit No.07 Rent Projection                                  | Year 1           | Year 2           | Year 3           | Unit No.07 Rent Projection                                                    | Year 1            | Year 2            | Year 3            |                                                       |
| Total Rent Per Annum                                        | £17,057.20        | £17,057.20        | £18,336.49        | Total Rent Per Annum                                        | £2,642.66        | £2,642.66        | £2,840.86        | Total Rent Per Annum                                                          | £14,414.54        | £14,414.54        | £15,495.63        | <b>£44,324.70</b> Middlesbrough Council match funding |
| Service Charge Projection                                   | Year 1            | Year 2            | Year 3            | Service Charge Projection                                   | Year 1           | Year 2           | Year 3           | Service Charge Projection                                                     | Year 1            | Year 2            | Year 3            |                                                       |
| Electric                                                    | £2,528.87         | £2,655.31         | £2,854.46         | Electric                                                    | £391.80          | £411.39          | £442.24          | Electric                                                                      | £2,137.07         | £2,243.92         | £2,412.22         | £6,793.22                                             |
| Gas                                                         | £1,495.25         | £1,570.01         | £1,687.76         | Gas                                                         | £231.66          | £243.24          | £261.48          | Gas                                                                           | £1,263.59         | £1,326.77         | £1,426.28         | £4,016.64                                             |
| Water                                                       | £643.17           | £675.33           | £725.98           | Water                                                       | £99.65           | £104.63          | £112.48          | Water                                                                         | £543.52           | £570.70           | £613.50           | £1,727.73                                             |
| Maintenance contracts                                       | £216.37           | £227.19           | £244.23           | Maintenance contracts                                       | £33.52           | £35.20           | £37.84           | Maintenance contracts                                                         | £182.85           | £191.99           | £206.39           | £581.23                                               |
| Insurance                                                   | £67.62            | £71.00            | £76.32            | Insurance                                                   | £10.48           | £11.00           | £11.82           | Insurance                                                                     | £57.14            | £60.00            | £64.50            | £181.64                                               |
| Cyclical maintenance                                        | £722.96           | £759.11           | £816.04           | Cyclical maintenance                                        | £112.01          | £117.61          | £126.43          | Cyclical maintenance                                                          | £610.95           | £641.50           | £689.61           | £1,942.06                                             |
| Reactive maintenance                                        | £946.63           | £993.97           | £1,068.51         | Reactive maintenance                                        | £146.66          | £154.00          | £165.54          | Reactive maintenance                                                          | £799.97           | £839.97           | £902.97           | £2,542.91                                             |
| Waste                                                       | £459.79           | £482.78           | £518.99           | Waste                                                       | £71.24           | £74.80           | £80.41           | Waste                                                                         | £388.55           | £407.98           | £438.58           | £1,235.12                                             |
| Cleaning                                                    | £743.78           | £780.97           | £839.55           | Cleaning                                                    | £115.23          | £121.00          | £130.07          | Cleaning                                                                      | £628.55           | £659.97           | £709.48           | £1,998.00                                             |
| Security                                                    | £486.84           | £511.18           | £549.52           | Security                                                    | £75.43           | £79.20           | £85.14           | Security                                                                      | £411.41           | £431.98           | £464.38           | Excluded from project                                 |
| <b>Total Cost Per Annum</b>                                 | <b>£8,311.28</b>  | <b>£8,726.85</b>  | <b>£9,381.36</b>  | <b>Total Cost Per Annum</b>                                 | <b>£1,287.66</b> | <b>£1,352.05</b> | <b>£1,453.45</b> | <b>Total Cost Per Annum</b>                                                   | <b>£7,023.62</b>  | <b>£7,374.80</b>  | <b>£7,927.91</b>  | <b>£21,018.55</b> To be claimed through project       |
| <b>Total Occupancy Cost</b>                                 | <b>£25,368.48</b> | <b>£25,784.05</b> | <b>£27,717.85</b> | <b>Total Occupancy Cost</b>                                 | <b>£3,930.33</b> | <b>£3,994.71</b> | <b>£4,294.31</b> | <b>Total Occupancy Cost</b>                                                   | <b>£21,438.15</b> | <b>£21,789.34</b> | <b>£23,423.54</b> | <b>£66,651.03</b> Exclude security cost               |
| Proposed Operational Times                                  | Hours             |                   |                   | Current Operational Times                                   | Hours            |                  |                  | Proposed Operational Times                                                    | Hours             |                   |                   |                                                       |
| 8am to 6pm Monday to Saturday                               | 60                |                   |                   | 10pm To 3.30am Fridays                                      | 5.5              |                  |                  | 8am to 6pm Monday to Saturday                                                 | 60                |                   |                   |                                                       |
| 10pm To 3.30am Fridays                                      | 5.5               |                   |                   | 11pm To 4.30am Saturdays                                    | 5.5              |                  |                  |                                                                               |                   |                   |                   |                                                       |
| 11pm To 4.30am Saturdays                                    | 5.5               |                   |                   |                                                             |                  |                  |                  |                                                                               |                   |                   |                   |                                                       |
| <b>Total Hours</b>                                          | <b>71</b>         |                   |                   | <b>Total Hours</b>                                          | <b>11</b>        |                  |                  | <b>Total Hours</b>                                                            | <b>60</b>         |                   |                   |                                                       |

This page is intentionally left blank

## **DRAFT SERVICE LEVEL AGREEMENT**

Between

Middlesbrough Council

and

The Office of the Police and Crime Commissioner for Cleveland

Project: Making Middlesbrough Town Centre Safer for People and Business

Agreement: 2 Additional Police Community Support Officers (PCSOs)

Duration: 3 Year Pilot Programme

### **1. INTRODUCTION**

The purpose of this Service Level Agreement (SLA) is to establish a framework for collaboration between Middlesbrough Council and the Office of the Police and Crime Commissioner (OPCC) for Cleveland to support the delivery of the Making Middlesbrough Town Centre Safer for People and Business project.

The SLA sets out the objectives, responsibilities, governance arrangements, performance measures and funding arrangements associated with the provision of two additional Police Community Support Officers (PCSOs) operating within Middlesbrough Town Centre.

Partners to this SLA are:

- Middlesbrough Council (lead partner)
- Office of the Police and Crime Commissioner for Cleveland
- Cleveland Police
- Tees Valley Combined Authority

### **2. BACKGROUND**

Middlesbrough Town Centre is the economic, cultural and civic heart of the Borough. Creating a safe, welcoming and vibrant town centre is essential to supporting economic growth, attracting investment, increasing footfall and improving the experiences of residents, workers, businesses and visitors.

Through the Making Middlesbrough Town Centre Safer for People and Business project, Middlesbrough Council and the OPCC have agreed to jointly support enhanced community safety activity through the funding of two dedicated PCSOs over a three year pilot period.

The additional PCSOs will provide visible reassurance patrols, support engagement with businesses and communities, assist in tackling anti-social behaviour, support vulnerable individuals and contribute to wider partnership initiatives designed to reduce crime and improve perceptions of safety within the town centre.

### **3. PRINCIPLES OF FUNDING ALLOCATION**

The funding provided under this agreement is intended to deliver additional community safety capacity through the deployment of two dedicated PCSOs.

Partners agree that:

- Funding will be used solely for the agreed purpose of supporting the employment and operational deployment of two PCSOs.
- The PCSOs will provide additionality and not replace existing baseline police resources.
- Resources will be focused on improving safety, reducing anti-social behaviour and supporting businesses and communities within Middlesbrough Town Centre.
- Governance arrangements will ensure transparency, accountability and value for money.
- Outcomes and performance will be regularly reviewed and monitored.

### **4. SERVICE SCOPE**

The scope of this SLA covers activity undertaken by the two additional PCSOs within Middlesbrough Town Centre as agreed through operational tasking processes.

The role of the PCSOs will include:

- High visibility foot patrols.
- Engagement with visitors and businesses.
- Acting as an accessible point of contact for community safety concerns.
- Supporting public confidence in the town centre.
- Early intervention with individuals engaged in anti-social behaviour.
- Gathering intelligence and evidence.
- Supporting enforcement activity where appropriate.
- Working with partner agencies to resolve recurring issues.
- Identification and safeguarding of vulnerable individuals.
- Referrals to appropriate support services.
- Working with homelessness, substance misuse, mental health and safeguarding services.
- Supporting multi-agency operations.
- Contributing to town centre safety campaigns and events.

### **5. MIDDLESBROUGH COUNCIL COMMITMENTS**

Middlesbrough Council will:

- Provide strategic oversight of the programme.
- Coordinate partnership activity through appropriate governance structures.
- Support operational tasking and problem solving activity.
- Facilitate engagement with businesses and stakeholders.
- Identify priority locations and emerging concerns.
- Support business engagement opportunities.
- Assist with communications and awareness campaigns.
- Share relevant intelligence and data in accordance with information sharing protocols.
- Support performance monitoring and evaluation activity.
- Contribute to annual reviews of programme outcomes.
- Ensure alignment with wider town centre regeneration and community safety initiatives.
- Support joint funding and sustainability opportunities where appropriate.

## **6. OPCC RESPONSIBILITIES**

The OPCC shall act as the recipient of grant funding on behalf of Cleveland Police and shall ensure that Cleveland Police recruits, deploys and manages the two dedicated PCSO posts funded through the Making Middlesbrough Town Centre Safer for People and Business Project.

The OPCC shall ensure that the funded PCSO posts:

- Are additional to existing establishment resources.
- Are deployed primarily within Middlesbrough Town Centre.
- Support the objectives of the Making Middlesbrough Town Centre Safer for People and Business Project.
- Contribute to the outputs and outcomes identified within the approved TVCA Investment Zone Business Case.
- Participate in partnership activity, tasking meetings and operations associated with the Enhanced Safe Haven Hub and wider town centre safety arrangements.

## **7. GUILDING PRINCIPLES**

The following principles underpin this agreement:

- Partners will work collaboratively and transparently.
- Partners will act in good faith and support shared objectives.
- Resources will be targeted based on evidence and need.
- Decisions will be informed by community safety intelligence and data.
- The needs of people and businesses will remain central to delivery.
- Equality, diversity and inclusion principles will be embedded throughout delivery.
- All partners will comply with relevant legislation and information governance requirements.

## **8. MONITORING AND GOVERNANCE**

A joint Steering Group will oversee delivery of the SLA.

The Steering Group will meet quarterly and include representatives from:

- Middlesbrough Council
- OPCC
- Cleveland Police
- Tees Valley Combined Authority

Responsibilities will include:

- Reviewing performance data.
- Monitoring financial expenditure.
- Reviewing operational priorities.
- Assessing outcomes and impact.

## **8. DURATION**

This SLA will commence on:

X XXX 2026 (or agreed commencement date)

and continue for a period of:

Three years, ending on 31 March 2029.

The SLA will be formally reviewed annually.

The agreement may be varied only through written agreement of all parties.

Either party may terminate the agreement with six months' written notice, subject to discussion regarding staffing implications and funding commitments.

## **9. QUARTERLY CLAIMS, MONITORING AND EVIDENCE REQUIREMENTS**

As a condition of grant funding, the OPCC shall submit a Quarterly Claim and Monitoring Return to Middlesbrough Council no later than fifteen (15) working days following the end of each quarter.

No grant payment shall be released until Middlesbrough Council has received and approved the information specified within this section.

### **Financial Information Required**

The OPCC shall provide:

1. A signed Quarterly Grant Claim Form.
2. Actual salary expenditure incurred for each funded PCSO.
3. Employer National Insurance costs.
4. Employer pension contributions.
5. Any approved equipment, uniform or training expenditure.
6. A financial statement showing:
  - o budget profile;
  - o expenditure incurred during the quarter;
  - o cumulative expenditure;
  - o forecast expenditure to project completion.
7. Confirmation that expenditure:
  - o has been incurred and defrayed;
  - o relates solely to eligible project activity;
  - o has not been claimed from any other funding source.
8. Evidence supporting the claim, including payroll reports, cost centre reports or equivalent financial records.

## **9. CONDITIONS PRECEDENT TO PAYMENT**

Middlesbrough Council shall not be required to release grant funding unless:

- a) a valid quarterly claim has been received;

b) satisfactory financial evidence has been provided;

c) the Council is satisfied that expenditure is eligible;

d) delivery remains consistent with the approved TVCA Investment Zone Business Case and associated funding conditions.

Middlesbrough Council may:

- request further information before approving a claim;
- defer payment pending clarification;
- reduce, withhold or recover funding where expenditure is ineligible or evidence is insufficient.

**10. SIGNATORIES**

**Signatories to this SLA: OPCC and Middlesbrough Council**

- This SLA is effective from XXX for a period of one year
- The SLA will be reviewed on an annual basis
- The Agreement may only be varied with the written agreement signed by the partners.
- Any changes to the service which may impact on specified Investment Zone outcomes need to be discussed with Middlesbrough Council and Tees Valley Combined Authority before any final decisions/agreements.

**I hereby agree the above conditions on behalf of Middlesbrough Council:**

**Signed** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**I hereby agree the above conditions on behalf of the OPCC:**

**Signed** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Match Funding**

|                |                   | Includes estimated annual pay award 3.2% | Includes estimated annual pay award 3.2% | Includes estimated annual pay award 3.2% |                   |
|----------------|-------------------|------------------------------------------|------------------------------------------|------------------------------------------|-------------------|
| Name           | Hours             | 2026/2027 (includes on costs)            | 2027/2028 (includes on costs)            | 2028/2029 (includes on costs)            | TOTAL             |
| Adam Parkinson | 10 hours per week | £18,653.26                               | £19,250.16                               | £19,866.17                               | <b>£57,769.60</b> |
| Stephen Wright | 10 hours per week | £13,275.98                               | £13,700.81                               | £14,139.24                               | <b>£41,116.04</b> |
|                |                   |                                          |                                          |                                          |                   |
| <b>TOTAL</b>   |                   | <b>£31,929.24</b>                        | <b>£32,950.98</b>                        | <b>£34,005.41</b>                        | <b>£98,885.63</b> |

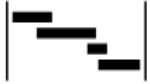
This page is intentionally left blank

# Making Middlesbrough Town Centre Safer for People & Business - Governance



Page 245

This page is intentionally left blank



## Programme and Project Management Policy

|                          |                                                                                         |                                          |                |  |
|--------------------------|-----------------------------------------------------------------------------------------|------------------------------------------|----------------|--|
| <b>Creator</b>           | Author(s)                                                                               | Joanne Chapman, Portfolio Office Manager |                |  |
|                          | Approved by                                                                             | Executive                                |                |  |
|                          | Department                                                                              | Finance, Governance and Support          |                |  |
|                          | Service area                                                                            | Strategy, Information and Governance     |                |  |
|                          | Head of Service                                                                         | Paul Stephens                            |                |  |
|                          | Director                                                                                | James Bromiley                           |                |  |
| <b>Date</b>              | Created                                                                                 | 2020/01/15                               |                |  |
|                          | Submitted                                                                               | 2020/02/10                               |                |  |
|                          | Approved                                                                                | TBC                                      |                |  |
|                          | Updating Frequency                                                                      | 3 years                                  |                |  |
| <b>Status</b>            | Version: 0.3                                                                            |                                          |                |  |
| <b>Contributor(s)</b>    | Head of Strategy, Information and Governance (SIRO); Governance and Information Manager |                                          |                |  |
| <b>Subject</b>           | Portfolio, Programme and Project Management                                             |                                          |                |  |
| <b>Type</b>              | Policy                                                                                  |                                          |                |  |
|                          | Vital Record                                                                            |                                          | EIR            |  |
| <b>Coverage</b>          | Middlesbrough Council                                                                   |                                          |                |  |
| <b>Language</b>          | English                                                                                 |                                          |                |  |
| <b>Document Control</b>  |                                                                                         |                                          |                |  |
| <b>Version</b>           | <b>Date</b>                                                                             | <b>Revision History</b>                  | <b>Reviser</b> |  |
| 0.1                      | 2020/01/16                                                                              | First draft                              | AM Johnstone   |  |
| 0.2                      | 2020/01/21                                                                              | Second draft                             | J Chapman      |  |
| 0.3                      | 2020/02/10                                                                              | Final draft                              | P Stephens     |  |
| 0.4                      | 2022/10/27                                                                              | Updated                                  | J Chapman      |  |
| <b>Distribution List</b> |                                                                                         |                                          |                |  |
| <b>Version</b>           | <b>Date</b>                                                                             | <b>Name/Service area</b>                 | <b>Action</b>  |  |
| 0.2                      | 2020/02/10                                                                              | Executive                                | Approval       |  |
| <b>Contact:</b>          | strategicplan@middlesbrough.gov.uk                                                      |                                          |                |  |

## Summary

1. This policy is part of the corporate governance policy framework underpinning the Council's Strategic Plan, and sets out how the Council will ensure that programmes and projects are effectively managed and opportunities exploited to deliver strategic priorities for the town.
2. The following sections outline:
  - the purpose of this policy;
  - definitions;
  - scope;
  - the legislative and regulatory framework;
  - policy statement;
  - roles and responsibilities;
  - supporting policies, procedures and standards; and
  - monitoring and review arrangements.

## Purpose

3. The purpose of this policy is to set out a corporate approach to programme and project management (PPM) to ensure there is an effective, consistent and joined-up approach across the organisation.
4. This will deliver the following benefits:
  - ensure that proactive PPM is embedded within the culture of the Council, and is integral to the business planning and performance management;
  - ensure that the PPM cycle and associated processes are implemented consistently and proportionately across the Council; and
  - communicate the Council's approach to PPM to all employees and stakeholders.
5. Effective implementation of this policy will ensure that the Council's portfolio is of a level both expected and manageable for an organisation of its size and that as far as practicable all programmes and projects are delivered within agreed tolerances for cost, time and quality and achieve targeted benefits that are fully aligned with the Council's strategic priorities.

## Definitions

|                             |                                                                                                                                                                                                                                                                                                                   |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate governance</b> | The systems, processes and values by which local authorities operate and by which they engage with, and are held accountable to, their communities and stakeholders.                                                                                                                                              |
| <b>Portfolio</b>            | A set of programmes and projects managed together to achieve an organisation's strategic objectives.                                                                                                                                                                                                              |
| <b>Programme</b>            | A temporary structure used to manage a set of interrelated projects to deliver outcomes and their benefits, aligned to strategic objectives. A programme will only be successful if its constituent projects succeed. Programmes often comprise of sequential work streams and / or tranches of related projects. |

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Programme management</b> | The coordinated management of interrelated projects and business change activities to deliver beneficial change.                                                                                                                                                                                                                                                                                                     |
| <b>Project</b>              | A piece of planned work that is finished over a period of time to achieve a specific aim. Projects are different from routine operations in that they are temporary structure that introduce changes into the organisation and / or the community, and they do this in a <i>controlled</i> manner. Once changes are embedded they become 'business as usual'. Projects often comprise sequential stages of activity. |
| <b>Project management</b>   | The process of planning and controlling project resources to achieve a specific aim.                                                                                                                                                                                                                                                                                                                                 |

## Scope

6. This policy applies to all programmes and projects undertaken by the Council. PPM activity does not include planned and structured business-as-usual activity such as staffing reviews or reviews of existing strategies and policies. These will be managed through Directorate activity tracking.
7. It applies to all employees (both permanent and temporary), contractors and consultants working for or on behalf of the Council to deliver Council programmes and projects.
8. In respect of partnerships and shared services, the PPM policy of the lead organisation will apply. Where this is not the Council, managers must ensure that arrangements are in line with the key principles of this policy.

## Legislative and regulatory framework

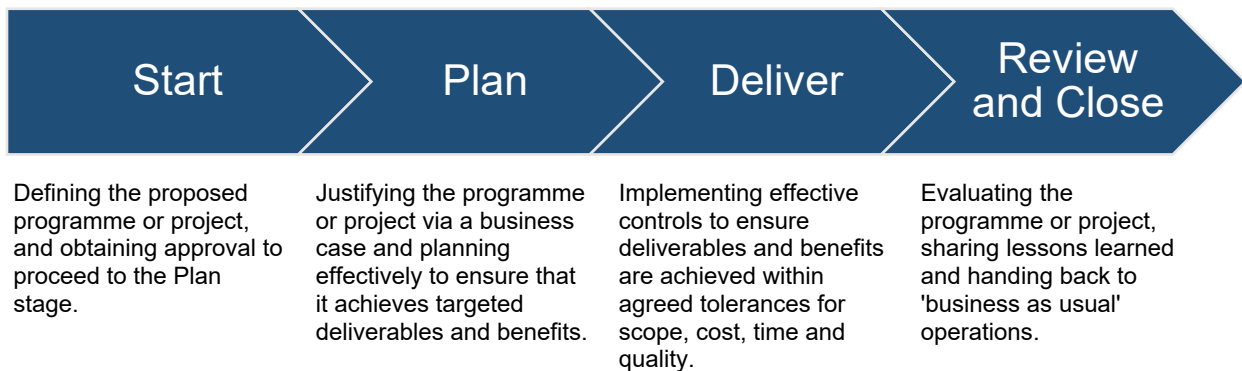
9. The policy sets out a standardised methodology based on P3O, MSP and PRINCE2, which were developed as UK Government standards for PMO, programme and project management. Key elements of the legislative and regulatory framework relevant to PPM are set out below.

|                                  |                                                                                                                                                                                                                |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Local Government Act 1999</b> | General requirement to achieve best value for money. The effective management of programmes and projects reduces unnecessary expenditure and increases the likelihood of delivering organisational priorities. |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Policy Statement

10. To be effective, organisations must ensure an appropriate balance between 'business as usual' (running operations) with business change (projects). The Council will develop and maintain a corporate portfolio of programmes and projects that is fully aligned to strategic priorities and Directorate priorities and provides an overall view of current and future activity to ensure effective resource allocation.
11. All projects will be connected to overarching programmes and sub-portfolios wherever possible to clearly articulate their contribution to strategic priorities.
12. Programmes and projects that do not contribute to the Council's priorities will not be progressed unless there is a legal requirement to do so.

13. Programmes and projects within the Council will be defined using a common categorisation matrix, aligned with the Council’s risk appetite, which will also determine governance arrangements to be applied to the programme or project, proportionate to scale, cost, risk and benefit. Smaller, simpler programmes and projects will have lighter-touch governance requirements, with larger, more complex activity subject to a greater level of oversight.
14. Programmes and projects will be governed through a clear and integrated board structure that approve the initiation and continuation of activity through the lifecycle via gateways, including routes for escalation and change control where required. Leadership team will sit as the Corporate Portfolio Board, supported by Directorate Boards and local programme and project boards as appropriate.
15. Reporting to Boards will be by exception, make best use of the Council’s business intelligence solutions and integrate with overall arrangements for performance management outlined in the Council’s Performance Management Policy.
16. All programmes and projects will be managed through the lifecycle summarised below and set out in detail in the supporting PPM Framework.



17. For lighter-touch activity these stages may be concertinaed to ensure delivery at pace while also being consistent with the requirements of good PPM governance.
18. At the end of each of the above stages, programmes and projects will be re-evaluated to determine if they should continue (or not).
19. No approvals or funding (internal or external) for programmes or projects should be sought if the activity has not concluded the Plan stage i.e. does not have a justified business case.
20. A business change framework will also be implemented to ensure that appropriate communications, process improvement and training is delivered at the right time to ensure that the Council maximises benefits from (for example) digital and ICT programmes and projects.

**Roles and key responsibilities**

|                          |                                                                                                                                                                                                                                              |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive members</b> | Overall responsibility for programme and project management across the Council, including agreeing the PPM policy, developing the Strategic Plan, and ensuring that organisational performance is managed, monitored and reviewed regularly. |
| <b>Elected members</b>   | Agree the Mayor’s priorities for Middlesbrough, the Council’s Strategic Plan, Revenue Budget and Investment Strategy (as Council) and scrutinise service performance in line with this policy. The role                                      |

|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                    | of elected officials is restricted to either scrutinising or approving activity in line with agreed authorities and delegations and being briefed accordingly in a timely fashion. It is not appropriate for elected officials to sponsor or otherwise lead projects or to fulfil any other project role as this would be highly likely to represent a conflict of interest with their scrutiny or Executive role. |
| <b>Corporate Affairs and Audit Committee</b>                       | Review the effectiveness of PPM and receive an annual assurance report on progress being made.                                                                                                                                                                                                                                                                                                                     |
| <b>Corporate Portfolio Board (Leadership Team)</b>                 | Ensure the Council's portfolio fully aligns with its strategic objectives; review exception reports for all Level 1 activity; identify appropriate recovery action, providing appropriate challenge, scrutiny and support.                                                                                                                                                                                         |
| <b>Directorate Portfolio Boards (Directorate Management Teams)</b> | Agree and resource the Directorate portfolio; review delivery reports of all programmes and projects within the remit of the Directorate; approve / reject all gateway approvals / change controls; establish reasons for under-performance and identify appropriate recovery action, providing appropriate challenge, scrutiny and support.                                                                       |
| <b>Local Programme / Project Boards</b>                            | Review and approve programme documentation for DPB approval; provide guidance to unblock issues and address risks to programme and project objectives. Boards will include the Sponsor, Programme / Project Managers and senior representatives of the customer, user and supplier (as relevant).                                                                                                                  |
| <b>Programme Sponsors</b>                                          | Ultimately accountable for the success of programmes; champions and sells the programme to stakeholders; provides strategic direction and secures resources for the programme; acts as escalation point for decisions outside of programme manager's authority; represents programme at Directorate or Corporate Portfolio Boards.                                                                                 |
| <b>Project Sponsor</b>                                             | Ultimately accountable for the success of projects; provides direction and secures resources for the project; acts as escalation point for decisions outside of project manager's authority; represents project at Directorate or Corporate Portfolio Boards.                                                                                                                                                      |
| <b>Programme Manager</b>                                           | Completes documentation as required by this policy and its supporting framework; plans, coordinates and controls delivery of the programme; provides progress reports and escalates issues to Sponsor or Board where required.                                                                                                                                                                                     |
| <b>Project Manager</b>                                             | Completes documentation as required by this policy and its supporting framework; plans, coordinates and controls delivery of the project; provides progress reports and escalates issues to Sponsor Programme Manager or Board where required.                                                                                                                                                                     |
| <b>Project Teams</b>                                               | Responsible for implementing the project tasks to the set objectives, within budget and timescale, working to the Project Manager within the matrix environment.                                                                                                                                                                                                                                                   |
| <b>Portfolio Management Office (PMO)</b>                           | Strategic oversight of the Council's portfolio and compliance with this policy and its supporting framework, providing guidance training and support as appropriate; coordinates Board activity,                                                                                                                                                                                                                   |

|  |                                                                                              |
|--|----------------------------------------------------------------------------------------------|
|  | reviewing monthly programme / project progress reports and reporting by exception to Boards. |
|--|----------------------------------------------------------------------------------------------|

## Supporting policies, procedures and standards

21. The following policies, procedures and standards will be implemented across the Council to support effective PPM.

|                                                            |                                                                                                                                                                                                              |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Change Framework</b>                           | Sets out a framework for the identification, planning, delivery and evaluation of business change activity within the Council.                                                                               |
| <b>Information Governance Framework</b>                    | Sets out a framework for effective information governance within the Council, meeting all legal obligations and underpinning the achievement of strategic objectives.                                        |
| <b>Risk and Opportunity Management Policy</b>              | Sets out how the Council will ensure that risks are effectively managed and opportunities exploited to maximise delivery of strategic objectives, fully integrated with performance management arrangements. |
| <b>Partnership Governance Policy</b>                       | Sets out the Council's approach to developing and managing partnerships to ensure that their contribution to strategic aims and priorities are maximised.                                                    |
| <b>Performance Management Policy</b>                       | Sets out how the Council will ensure that performance is effectively managed to deliver strategic priorities for the town.                                                                                   |
| <b>Project and Programme Management Framework</b>          | Provides more detailed guidance and templates to be used within the life cycle of programmes and projects.                                                                                                   |
| <b>Project Risk Guide</b>                                  | Guidance on the PPM framework and standard project risks.                                                                                                                                                    |
| <b>Project and Programme Management risk impact matrix</b> | Sets out guidance on risk and opportunity scoring within the PPM environment to ensure consistency and appropriate escalation.                                                                               |

## Monitoring and Review Arrangements

22. The Council's expectations around PPM are clearly set out within its corporate values and associated staff performance frameworks.

23. All managers and employees are required to comply with this PPM Policy to ensure that the Council effectively manages programmes and projects in pursuit of its strategic objectives. Managers and employees will be provided with a range of resources, and where appropriate, training, to support the effective implementation of this policy.

24. An annual assurance report on the Council's PPM arrangements will be submitted to Corporate Audit and Affairs Committee. This will be supported by a targeted internal audits as appropriate, which will be listed in the Council's annual audit plan.

25. The implementation and effectiveness of this policy and its supporting procedures will be reviewed on a quarterly basis, using the following metrics:

- proportion of PPM activity introduced to the corporate portfolio after it has started and / or not aligned to the corporate portfolio;
- availability of documentation against corporate profile and timetable;

- quality of available documentation against expectations of PPM Framework; and
- proportion of programmes and projects being managed within 5% of agreed tolerance for scope, time, cost and quality.

26. This policy will be reviewed every three years, unless there is significant development that would require a more urgent review e.g. new legislation.

This page is intentionally left blank



# Portfolio, Programme and Project Management Framework: 2024-27



## Contents

| Section                                                        | Page |
|----------------------------------------------------------------|------|
| <b>Overview</b>                                                |      |
| Purpose                                                        | 3    |
| Definitions                                                    | 3    |
| Scope                                                          | 3    |
| Portfolio, Programme and Project Governance                    | 4    |
| Roles and key responsibilities                                 | 6    |
| Project Categorisation                                         | 7    |
| Business Change Management                                     | 8    |
| <b>Programme Management lifecycle</b>                          |      |
| Start and Plan                                                 | 9    |
| Portfolio, Programme and Project creation                      | 9    |
| Establishing programme controls                                | 9    |
| Deliver                                                        | 10   |
| Review and Close                                               | 11   |
| <b>Project Management lifecycle</b>                            |      |
| Introduction                                                   | 12   |
| Project Business Case                                          | 12   |
| Social Value                                                   | 13   |
| Change Control Process                                         | 13   |
| <b>Lifecycle Stage 1: Start</b>                                |      |
| • Stage outline                                                | 15   |
| • Project Categorisation                                       | 15   |
| • Completion and approval of the Project Brief                 | 15   |
| • Project set-up and establishment of controls                 | 16   |
| • Project Highlight Reporting                                  | 16   |
| • Completion and approval of the Outline Business Case or POAP | 17   |
| <b>Lifecycle Stage 2: Plan</b>                                 |      |
| • Stage outline                                                | 18   |
| • Identify key stakeholders and develop a communications plan  | 18   |
| • Further defining the recommended option                      | 18   |
| • Undertaking formal consultation / engagement                 | 18   |
| • Review and management of project controls                    | 18   |
| • Securing resources for delivery                              | 19   |
| • Producing detailed project plan for delivery                 | 19   |
| • Project Highlight Reporting                                  | 19   |
| • Change control process                                       | 19   |
| • Completion and approval of the Full Business Case            | 19   |
| <b>Lifecycle Stage 3: Deliver</b>                              |      |
| • Stage Outline                                                | 21   |
| • Project plan                                                 | 21   |
| • Robust management of project controls                        | 21   |
| • Effective utilisation of resources                           | 21   |
| • Engaging and informing stakeholders                          | 21   |
| • Fulfilment of project roles and responsibilities             | 21   |
| • Project Highlight Reporting                                  | 22   |
| • Change Control Process                                       | 22   |
| <b>Lifecycle Stage 4: Review and Close</b>                     |      |
| • Stage outline                                                | 23   |
| • Assessment of project performance                            | 23   |
| • Assessment of project objectives and deliverables            | 23   |
| • Assessment of project benefits realisation                   | 23   |
| • Capturing lessons learned                                    | 23   |
| • Post project implementation review                           | 24   |
| • Further Information and Support                              | 24   |

## Overview

### Purpose

The purpose of this framework is to provide a robust overview of the Council's Programme and Project Management (PPM) methodology, to enable staff to gain an understanding of the approved practices and processes that must be adhered to, when managing the Council's portfolio of programmes and projects.

The framework expands on the Programme and Project Management Policy to give further detail on how projects are categorised, set up, developed, documented, monitored, governed and closed down, with links provided to the required documents and tools. Support and guidance are available via the [Portfolio Management Office \(PMO\)](#).

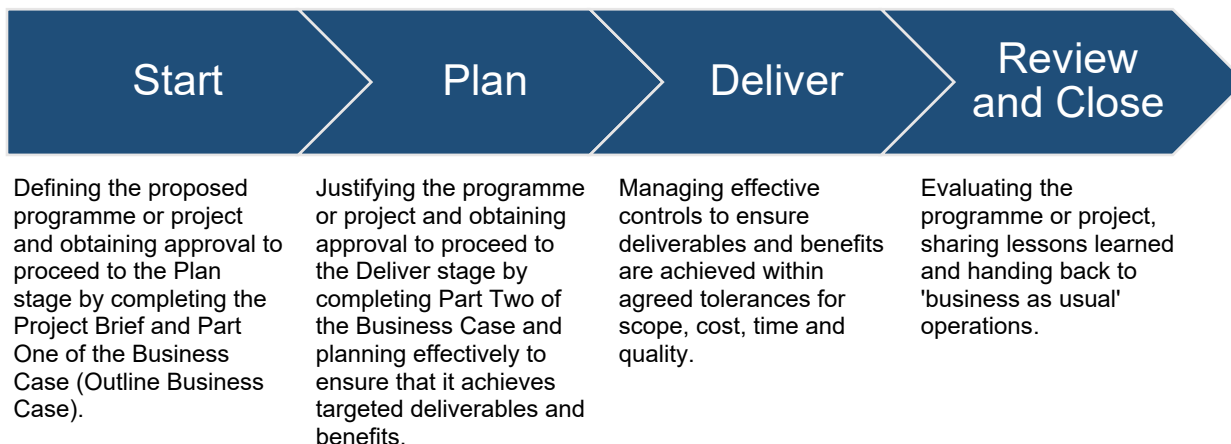
### Definitions

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate governance</b>       | The systems, processes and values by which local authorities operate and by which they engage with, and are held accountable to, their communities and stakeholders.                                                                                                                                                                                                                                          |
| <b>Portfolio</b>                  | A set of programmes and projects managed together to achieve an organisation's strategic objectives.                                                                                                                                                                                                                                                                                                          |
| <b>Programme</b>                  | A temporary structure used to manage a set of interrelated projects to deliver outcomes and their benefits, aligned to strategic objectives. A programme will only be successful if its constituent projects succeed. Programmes often comprise of sequential work streams and / or tranches of related projects.                                                                                             |
| <b>Programme management</b>       | The coordinated management of interrelated projects and business change activities to deliver beneficial change.                                                                                                                                                                                                                                                                                              |
| <b>Project</b>                    | A piece of planned work that is finished over a period to achieve a specific aim. Projects are different from routine operations in that they are temporary structure that introduce changes into the organisation and / or the community, and they do this in a <i>controlled</i> manner. Once changes are embedded, they become 'business as usual'. Projects often comprise sequential stages of activity. |
| <b>Project management</b>         | The process of planning and controlling project resources to achieve a specific aim.                                                                                                                                                                                                                                                                                                                          |
| <b>Business Change Management</b> | The process of identifying, planning, delivering and evaluating business change activities throughout the life of a project.                                                                                                                                                                                                                                                                                  |

### Scope

The Council's Programme and Project Management Framework (PPMF), underpins the achievement of its strategic objectives. PPM activity does not include planned and structured business-as-usual (BAU) activity such as staffing reviews or reviews of existing strategies and policies. These will be managed through Directorate performance activity tracking.

The Council process for programme and project management is based on an interlinked process of Start - Plan - Deliver - Review / Close.



All eligible programmes and projects undertaken within the Council must comply with this framework. The following sections outline expectations on how programme and project management will be applied within the Council.

It is the responsibility of Programme and Project Sponsors and Programme / Project Managers to ensure compliance with this framework. Failure to comply with the requirements and standards will be addressed by training and support in the first instance unless the severity of the breach and nature of the issue means that performance capability and / or disciplinary processes are required to ensure ineffective programme and project management is addressed quickly and effectively.

Where projects are being delivered in conjunction with external partners, there is a need to strike a balance between having assurance of delivery and those projects which must follow the corporate PPM framework e.g., public sector reform and integration of health and social care, etc.

On that basis, the lead partner methodology will be adopted, providing assurance can be given that it meets a minimum standard against the corporate PPM framework e.g., full justification of project prior to initiation, robust business case, management of risks, gateway approvals, etc. The PMO will work with Project Managers to offer advice and guidance in these situations.

### ***Portfolio, Programme and Project Governance***

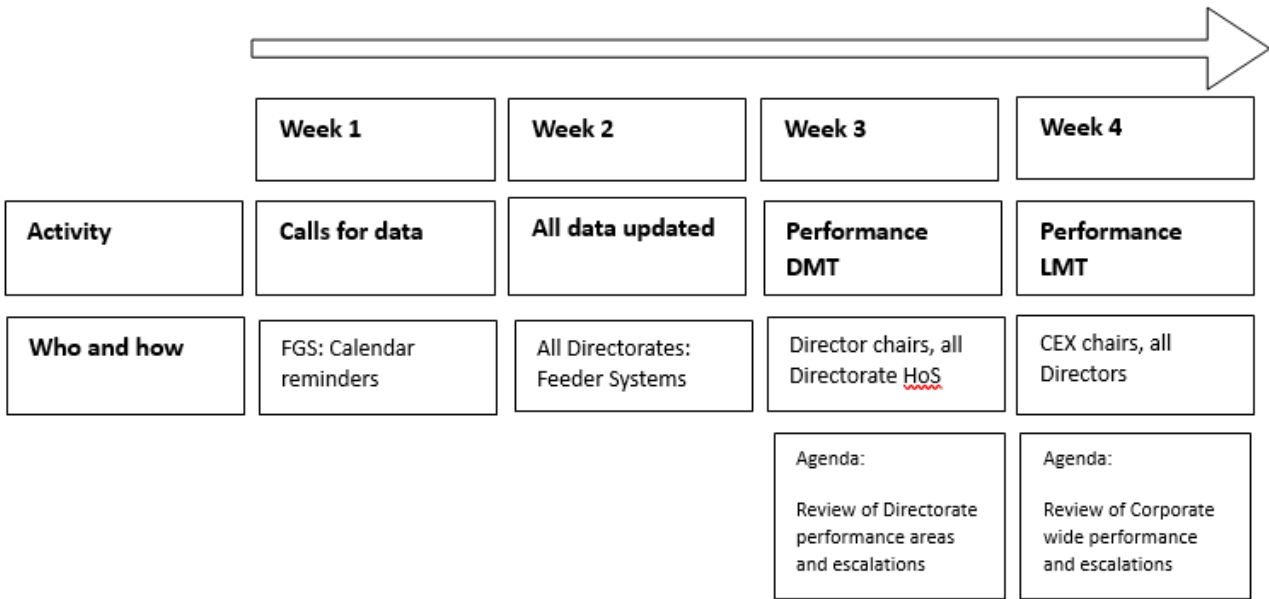
Middlesbrough Council (MBC) has a corporate portfolio, which is the totality of all the formal programmes and projects that are contributing to the achievement of strategic priorities and the Council Plan. This is further broken down into Directorate sub portfolios which may consist of one or more programmes with constituent projects and standalone projects.

Portfolios, programmes, and projects will be governed through a clear and integrated board structure that approve the initiation and continuation of activity through the project lifecycle via gateways, including routes for escalation and change control where required. LMT will sit as the Corporate Portfolio Board, supported by Directorate Portfolio Boards and local programme and project boards as appropriate. These Boards are encompassed within the monthly Directorate and LMT Performance meetings.

The structure ensures that projects and programmes are scrutinised in a uniform way with exceptions escalated to senior managers to ensure action is taken to bring portfolios, programmes, and projects back on track.

All decisions must be made at the appropriate Board, accurately recorded on an action / decision log and communicated to the project team via the Project Manager.

Consideration of these issues is embedded within a wider performance framework to ensure that a full view of Council performance in its widest context is presented to senior officers for consideration, monthly, as articulated by the diagram below:



**Roles and key responsibilities**

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive members</b>                 | Overall responsibility for programme and project management across the Council, including agreeing the PPM policy and ensuring that organisational performance is managed, monitored and reviewed regularly.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Elected members</b>                   | Agree the Mayor's priorities for Middlesbrough, the Council's Strategic Plan, Revenue Budget, and Investment Strategy (as Council) and scrutinise service performance in line with this policy.<br>The role of elected officials is restricted to either scrutinising or approving activity in line with agreed authorities and delegations and being briefed accordingly in a timely fashion. It is not appropriate for elected officials to sponsor or otherwise lead projects or to fulfil any other project role as this would be highly likely to represent a conflict of interest with their scrutiny or Executive role. |
| <b>Audit Committee</b>                   | Review the effectiveness of PPM and receive a bi-annual assurance report on progress being made.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Corporate Board (Leadership Team)</b> | Ensure the Council's portfolio fully aligns with its strategic objectives; review risks and exception reports for all Level 1 activity; identify appropriate recovery action, providing appropriate challenge, scrutiny and support.                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Directorate Boards</b>                | Agree and resource the Directorate portfolio; review risks and delivery reports of all programmes and projects within the remit of the Directorate; approve / reject all gateway approvals / change controls; establish reasons for under-performance and identify appropriate recovery action, providing appropriate challenge, scrutiny and support.                                                                                                                                                                                                                                                                         |
| <b>Local Programme / Project Boards</b>  | Review and approve programme documentation for Directorate level approval; provide guidance to unblock issues and address risks to programme and project objectives. Boards will include the Sponsor, Programme / Project Managers and senior representatives of the customer, user and supplier (as relevant).                                                                                                                                                                                                                                                                                                                |
| <b>Programme Sponsors</b>                | Ultimately accountable for the success of programmes; champions and sells the programme to stakeholders; provides strategic direction and secures resources for the programme; acts as escalation point for decisions outside of programme manager's authority; represents programme at Directorate or Corporate Boards.                                                                                                                                                                                                                                                                                                       |
| <b>Project Sponsor</b>                   | Ultimately accountable for the success of projects; provides direction and secures resources for the project; acts as escalation point for decisions outside of project manager's authority; represents project at Directorate or Corporate Boards.                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Programme Manager</b>                 | Completes programme level documentation as required by this policy and its supporting framework; plans, coordinates, and controls delivery of the programme; provides progress reports and escalates issues to Sponsor or Board where required.                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Project Manager</b>                   | Completes project level documentation as required by this policy and its supporting framework; plans, coordinates, and controls delivery of the project; provides progress reports and escalates issues to Sponsor Programme Manager or Board where required.                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Project Teams</b>                     | Responsible for delivering the project tasks to the set objectives, within budget and timescale, working to the Project Manager within the matrix environment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Portfolio Management Office (PMO)</b> | Strategic oversight of the Council's portfolio and compliance with this policy and its supporting framework, providing guidance training and support as appropriate; coordinates Board activity, reviewing monthly programme / project progress reports and reporting by exception to Boards.                                                                                                                                                                                                                                                                                                                                  |

## **Project Categorisation**

### **Is it business as usual activity or a project or programme?**

The following guide will be used to determine whether the proposed activity should be delivered within a PPM environment.



PPMF or BAU  
Criteria.docx

### **Project level**

Where it is deemed a formal project is required, projects will be defined using a common categorisation matrix, aligned with the Council’s risk appetite, which will also determine governance arrangements to be applied to the programme or project, proportionate to scale, cost, risk, and benefit.

Smaller, simpler programmes and projects will have lighter-touch governance requirements, with larger, more complex activity subject to a greater level of oversight.

All projects do not require the same level of governance and scrutiny, therefore a structure of two levels will be used to ensure proportionate oversight is applied:

|         |                                                                                                                                                                                                                                                                                              |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Level 1 | Projects of the most strategic importance to the Council in terms of cost, risk, complexity to deliver and significant benefits.<br>These projects will use the full framework documentation, be monitored by the PMO and reported by exception to the Directorate and Corporate Boards.     |
| Level 2 | Projects with intermediate levels of cost, risk, complexity to deliver and measurable benefits.<br>These projects will require a lighter-touch project management discipline, will be monitored by the PMO, and reported by exception to Directorate and Corporate Boards where appropriate. |

Where appropriate, activity across the Start, Plan, Deliver, Review and Close lifecycle may be condensed to ensure delivery at pace whilst also being consistent with the requirements of good PPM discipline and governance.

To categorise projects in a standardised way, a Benefit Complexity Matrix (BCM) tool has been devised that will score the projects based on benefit and complexity criteria, to be used by the PMO to determine the level of governance which a project requires.



BCM Assessment  
Toolkit.xlsx

Programmes and projects that do not contribute to the Council’s priorities will not be progressed through the PPMF, unless there is a legal requirement to do so.

## **Business Change Management**

Projects produce outputs that may introduce long lasting change into the organisation. Whether the change is about processes, technologies, the structure of the organisation, or something else, each change impacts how individual employees do their jobs. For change to be successful, individuals must embrace, adopt and utilise the intended change.

An example of this could be the deployment of a new technology. If the capabilities are not utilised and exploited, the benefit that the organisation expects to get from the technology will not be fully achieved. In this instance, change management would be required to ensure that employees are aware of the new technology and what it aims to achieve, are bought into the change, trained in relation to how to use it, and of course ensuring that the new ways of working are adopted.

Change management is comprised of the tools and techniques deployed to manage the people side of change. Programmes and projects with a dependency on people to enable the achievement of benefits, will be required to evidence business change activity throughout the life of the project, which should be identified, planned, delivered, and evaluated as an integral part of the programme or project plan. Additional information and support tools can be provided via the PMO.

## Programme Management Lifecycle

### Start and Plan

#### *Portfolio, Programme and Project creation*

All projects will be connected to overarching Directorate sub-portfolios and programmes wherever possible to clearly articulate their contribution to strategic priorities.

Programmes may be cross-cutting, multi-disciplinary, risky, influenced by a wide range of stakeholders, and liable to change direction in the light of experience and external events. They can often span several years and are flexible so that they can be adapted and realigned if the organisation's strategic priorities change. This means that some of the constituent projects may be stopped and closed early if the outputs are no longer going to achieve the expected outcomes and benefits. New projects may also be added to the programme's portfolio throughout the life of the programme.

Programme Sponsors and Managers will be expected to complete a Programme Definition Document (PDD) to justify the creation of the new programme. The purpose of the document is to define the programme in terms of why it is needed, what it must achieve, its governance arrangements and how it will be managed.

It will be used to inform the decision whether the work of the programme should commence under the proposed structure.



Programme  
Definition Document.c

The PDD should be treated as a live document and therefore, should be updated as and when any formal changes to the programme's time, cost, scope and benefits have been approved by the Directorate Board.

#### **Establishing programme controls**

Following approval of the PDD and to give the programme the best chance of successful delivery, it is important that robust **programme level** controls are established as soon as possible to demonstrate active management of the following areas:

- governance;
- programme benefits management;
- programme business change management;
- programme stakeholder management and communications;
- programme level risk management;
- programme planning;
- programme budget;
- programme resources; and
- programme dependencies.

## ***Deliver***

Programme outcomes and benefits are realised via the delivery and completion of its constituent projects. It is the Programme Managers responsibility to ensure robust oversight of each one and to provide Project Managers with active support and direction to ensure successful delivery.

### **Project and Programme Highlight Reporting**

It is the responsibility of all Programme Managers to ensure monthly project highlight reports are produced using the Council's standard template to enable accurate reporting of the programme's progress and Red, Amber, Green (RAG) status to the Directorate and LMT monthly meeting using the project highlight report template:



Programme Highlight  
Report.xlsx

### **Programme Change Control Process**

In all programmes, issues will arise that may deflect the programme from its intended path e.g. a change to the Council's political leadership and / or strategic priorities or an unforeseen reduction in budget to fund the programme. In these circumstances, the Programme Manager must produce an escalation report that outlines the impact upon the expected outcomes and benefits of the programme so that the Programme Sponsor and DPB can determine if the programme is still viable.

If the programme is to continue and there is any change to the programme's original timescale, cost, scope and benefits, a Change Control document should be completed using the corporate standard template. This should be taken to the next available Directorate monthly meeting and if necessary LMT monthly meeting. Once the changes have been approved, the PDD should be updated accordingly, and this will become the new baseline against which progress will be monitored.



Change Control  
template.docx

## ***Review and Close***

### **Closing down the programme**

Once all the programme's constituent projects have been delivered, formally closed and handed over to BAU it the responsibility of the Programme Manager to produce a formal closure report that includes the following:

- aims and objectives of the programme;
- how well the programme performed against time, cost, scope and benefit realisation;
- key achievements of the programme;
- lessons learned;
- any follow-on actions to take forward to BAU; and
- on-going performance monitoring arrangements e.g. post programme evaluation of business change impact and benefits realisation.

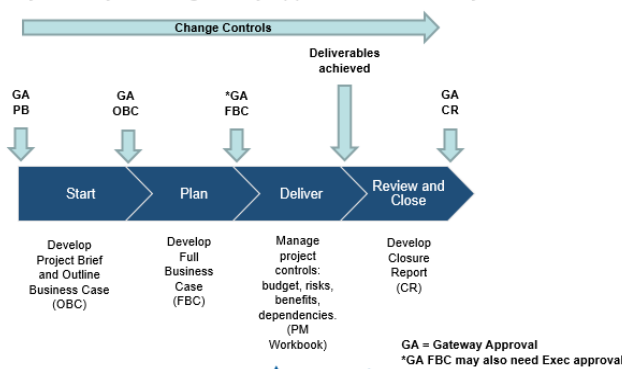
Once the Programme closure report is completed, it should initially be sent to the PMO for quality assurance. If necessary, the PMO will provide comment and recommendations to further strengthen the document. Once the final amendments have been made it should be approved by the Project Sponsor prior to being formally submitted to the PMO to go to the next Directorate and Corporate Board.

# Project Management Lifecycle

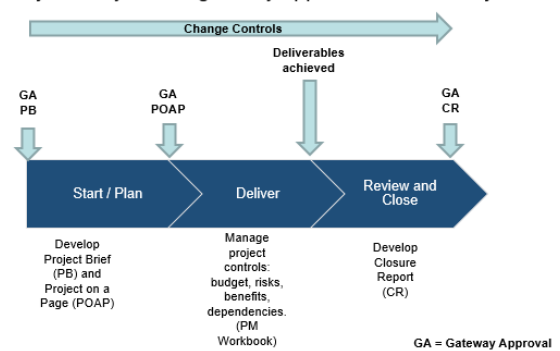
## Introduction

As stated above, the Council process for programme and project management is based on an interlinked process of Start - Plan - Deliver – Review / Close. A project can only progress to the next stage after the appropriate gateway documentation has been completed and approved by the project sponsor and where appropriate, Corporate Board as illustrated in the diagrams below. This is to ensure that robust challenge can be given to the project throughout its life to confirm that the business case remains fit for purpose, affordable, deliverable and the expected benefits are still on track to be realised. It should be noted that approval given to start a project does not mean it will automatically progress through to completion and may be ceased at any time at the discretion of the Directorate /Corporate Board.

Project lifecycle and gateway approvals Level 1 Projects



Project lifecycle and gateway approvals Level 2 Projects



## Project Business Case

All projects must be supported by a fully justified business case before any approval or funding from Executive can be sought, using the Council’s standard templates.

The business case template for Level 1 projects has been developed using the Five Case Model, which is the UK public sector best practice approach to developing business cases. It consists of two parts; part one is the Outline Business Case (OBC), that covers the strategic and economic cases and includes an appraisal of the options that have been considered to deliver the change. Part two covers the commercial, financial and management cases and together both parts make up the Full Business Case (FBC).

Level 2 projects which are usually less complex and with a lower level of risk are required to complete a lighter touch business case called Project on a Page (POAP). For Level 2 projects that do not require a formal public consultation or procurement exercise, the Start and Plan stage may be condensed and a POAP submitted as Full Business Case at the end of Start stage. If approved, this will allow the project to bypass the Plan stage and move straight into Deliver.

For **all** Level 1 projects and any Level 2 projects that require a formal public consultation or procurement exercise, the full business case should only be completed following the conclusion of any consultation and procurement activity and submitted to the Directorate and if appropriate, LMT monthly meeting for approval at the end of Plan stage.



Project On a Page (POAP) 2.1.docx



Two Stage Business Case v3.2.docx

## Social Value Projects

All projects must be able to demonstrate clear achievable benefits and a return on investment (of time, cost and effort), for the project to proceed. Most council projects usually realise tangible benefits in the form of financial / efficiency savings, income generation and economic growth for Middlesbrough Town. However, some projects are more focused on achieving wider social and environmental benefits which are often intangible and for which there is no market price. This is commonly referred to as social value, which is a collective term for acknowledging the value of all outcomes (not just economic or financial) in evaluation and decision making. It is the value that people place on the changes they experience in their lives because of the interventions that have been put in place.

For these type of projects, Project Sponsors are required to develop a fully justified business case that demonstrates a Social Return on Investment (SROI), i.e., predicts how much social value will be created if the interventions meet their intended outcomes. This will provide a rounded view to help make difficult decisions that balance economic, social and environmental trade-offs and to ensure funding is being directed at projects/programmes that most benefit society and improve people's lives.

To assist in this process, the council have adopted the Greater Manchester Combined Authority (GMCA) Cost Benefit Analysis (CBA) toolkit, which should be used to calculate the Social Return on Investment (SROI) for any social value project that is requiring funding classed as medium or higher in the BCM or is expected to have a significant saving. Additional support can be provided via the PMO and Finance Business Partners.



Copy of Greater  
Manchester Cost Ben



GMCA Guidance.pdf



New Economy  
Working Paper - Soci

## Change Control Process

Once a project has been initiated, it is a common occurrence in all projects that issues will arise that may deflect the project from its intended path. To tackle this a straightforward control mechanism is needed so that anyone associated with the project can communicate to the Project Manager issues they think might require management attention, such as:

- changes to requirements (e.g., requests to change to the scope, objectives, target dates or detailed deliverables of the project);
- faults / errors (e.g., notification that one or more delivered products that have been signed-off after quality control are subsequently found not to meet specification);
- problems (e.g., a key stakeholder failing to meet commitments);
- risks that have become an issue reality (e.g., supplier failure, industrial action);
- loss of key skills (resignation, promotion, transfer, sickness); and
- concerns about the project and / or its deliverables

In many cases the Project Manager will have authority to deal with issues as part of day-to-day management. Potential changes that are outside of agreed project tolerances or beyond the Project Manager's authority which will impact upon the project's time, cost, scope and / or benefits should be referred to the Programme Manager and Project Sponsor and the recommended changes documented using the Council's standard Change Control template.



Change Control  
template.docx

## **Approval of the Change Control document**

Once the Change Control is completed, it should initially be sent to the PMO for Quality Assurance. If necessary, the PMO will provide comment and recommendations to further strengthen the document. Once the final amendments have been made it should be approved by the Project Sponsor prior to being formally submitted to the PMO to go to the next Directorate and Corporate Board.

In making the decision to approve the recommended changes, the relevant Board should consider the implications for the Benefits Realisation Plan:

- Will there be a change to the approved option?
- Will there be a change to the quantified value of any benefit?
- Will there be a change to the timing of delivery of any benefits?
- Will there be any new benefits arising from a proposed change?
- Is the change justified in terms of additional costs and risk?

Once approved, the Change Control should be recorded in the Change Control Log and the Outline Business Case amended with the relevant version control in place. Any changes approved to time, cost, scope and benefit will become the new baseline against which progress will be monitored.

## Lifecycle Stage 1: Start

The 'Start' stage focuses on the 'what and 'why' and takes place prior to the formal initiation of the project. It is designed to assure the key stakeholders that it will be a reasonable and rewarding undertaking i.e., should be done, can be done, and will achieve benefits that contribute to the achievement of the Council's strategic priorities.

The key objective of this stage is to gain the approval necessary for initiating the project, which includes the following activities:

- project categorisation.
- completion and approval of the project brief;
- project set-up and establishing project controls;
- project highlight reporting;
- completing outline business case; and
- approval of the outline business case and progression to 'Plan' stage.

The 'Start' stage is usually triggered when a service identifies the need for a new initiative that will contribute to the achievement of strategic priorities; or organisational change / improvement need is identified.

New potential projects (referred to in this document as pipeline projects), should be brought to the attention of the PMO as soon as possible so that they can be initially assessed and categorised to ensure the correct level of governance is put in place from the outset.

### ***Project Categorisation***

Categorisation of the pipeline project is determined by an initial assessment made by the PMO of the project's potential benefits and complexity to deliver using the benefit complexity matrix (BCM) tool and Business-as-Usual v Project criteria as outlined above, prior to any formal work taking place.

To ensure an appropriate level of governance going into the 'Plan' stage, the project will be reassessed against the BCM tool again following completion of the Project Brief when more detail about the project is known, to confirm the level of project and governance required for the life of the project.

For those projects that do not meet the criteria of a Level 1 or 2 project but are still contributing towards the Council's priorities, these may be included the Directorate Service Plans and will be tracked via the corporate performance dashboard.

Progress on corporate performance is monitored monthly by Directorate Management Teams (DMT), and exceptions reported monthly to Leadership Management Team (LMT) and on a quarterly basis to the Executive and Overview and Scrutiny Board.

### ***Completion and approval of the Project Brief***

To initiate a new project, a Project Brief using the Council's standard template must be completed at the beginning of Start stage, which will provide a brief high-level overview of the project's purpose, how it will contribute to the achievement of the Council's strategic aims and priorities, its key objectives and scope.



Project Brief  
v3.0.docx

Once the Project Brief is completed, it should be approved by the Project Sponsor prior to being formally submitted to the PMO and added to the corporate portfolio.

### ***Project set-up and establishment of controls***

Once approval has been given for the project to be further developed, there are several key activities required to set up the project:

- identify a Project Sponsor
- assign a Project Manager;
- establish a project board and project team;
- identify the extent of business change required;
- undertake an appraisal of the options considered to deliver the change;
- identify and secure resources for the Plan stage;
- develop a project plan for Plan stage; and
- identify key stakeholders and develop a communications plan.

To give the project the best chance of successful delivery it is important that robust project controls are established which should be proportionate to the level of the project.

A project management workbook has been developed and should be used to ensure the effective management of:

- action and decisions log;
- risks and issues;
- dependencies;
- project budget and financials;
- benefits realisation;
- project plan; and
- resources.

All project controls should be reviewed as a minimum, every month at Project Board meetings prior to the submission of a monthly project highlight reports.



Copy of Project  
Workbook v2.xlsx

### ***Project highlight reporting***

It is the responsibility of Programme Managers to ensure all Project Managers complete monthly highlight reports using the Council's standard template to enable accurate reporting of the programme's progress and Red, Amber, Green (RAG) status to the Directorate and LMT monthly Boards.

Highlight reports should be approved by the Project Sponsor before being submitted to the PMO.



Project Highlight  
Report word.docx

Any changes required to the dates for completing milestones during the 'Start' stage must be approved via completion of a Change Control and submitted to the PMO to go to the next Directorate and LMT monthly meeting and if necessary LMT monthly meeting.

### ***Completion and approval of the Outline Business Case or POAP***

As stated above either an Outline Business Case for Level 1 projects or POAP for Level 2 projects, must be completed and submitted at the end of Start stage. This document is owned by the Project Sponsor but may be completed by the Project Manager based on information derived from research undertaken to develop the project concept.

If the project is part of a wider programme of work, it is the Project Manager's responsibility to share the Outline Business Case with the Programme Manager in addition to relevant key stakeholders to ensure they have received programme level approval **before** wider approvals are undertaken.

Once completed, the Outline Business Case or POAP should contain enough information to enable the Project Sponsor and DPB to consider the proposed options and to decide whether the project is viable, affordable and worth considering in more detail.

Once the Outline Business Case is completed, it should initially be sent to the PMO for Quality Assurance. If necessary, the PMO will provide comment and recommendations to further strengthen the document. Once the final amendments have been made it should be approved by the Project Sponsor who will determine if the project can progress to the 'Plan' stage or in the case of Level 2 projects that do not require a formal public consultation or procurement exercise, to progress straight to the 'Deliver' stage.

## Lifecycle Stage 2: Plan

The 'Plan' stage focuses on taking the current understanding of the 'what' and 'why', as documented in the project brief, and extending it to include a detailed definition of 'how', 'when', and by 'whom'. Its purpose is to build upon the information captured in the Outline Business Case (part one - strategic and economic cases) and through the completion of part two (commercial, financial and management cases), create a sound baseline for the Full Business Case.

The extent of work required to demonstrate this will be proportionate to the scale and scope of the project, though the following activities are expected to take place within this stage:

- identification of key stakeholders;
- further refining the recommended option;
- undertaking formal consultation / engagement;
- review and management of project controls;
- securing resources for delivery;
- producing detailed project plan for delivery;
- project highlight reporting;
- change control process;
- completing the full business; and
- securing approval of the full business case to move to the Deliver stage.

### ***Identification of key stakeholders***

To give the project the best chance of success and to gain buy-in from those that the project will affect, it is important that you identify who the key stakeholders are, their interest and influence on the project and develop a communications plan to keep them informed.

A stakeholder engagement and communications plan template has been developed to assist.



Stakeholder  
Engagement.xlsx

### ***Further refinement of the recommended option***

The options appraisal in the Outline Business Case identifies a recommended option which is further defined during the Plan stage and may require a procurement exercise to include the full costs and measurable benefits to enable the completion of a Full Business Case.

### ***Undertaking formal consultation / engagement***

Formal consultation / engagement may need to be undertaken to assess the impact of the recommended option upon service users or staff. It is the responsibility of the Project Sponsor and Project Manager to ensure due regard has been given to the Council's [Corporate Consultation and Engagement policy](#) and to seek appropriate guidance on areas of concern from the Council's Governance and Information Manager.

### ***Review and management of project controls***

The project controls that were established in Start within the Project Management Workbook should be reviewed as a minimum, every month at Project Board meetings prior to the submission of a monthly project highlight reports.

### ***Securing resources for delivery***

The resources you will need at each stage of the project should be identified and confirmed and documented in the project business case, with a view to securing those resources to progress the project within the expected timescales, as early as possible.

A template to record and manage your resources can be found in the project management workbook above.

### ***Producing detailed project plan for delivery***

Planning is the most critical part of project management. Insufficient attention to this area is one of the main reasons projects fail.

To give your project the best chance of success, particular attention must be given to producing a project plan that is proportionate to the level and complexity of the project. As a minimum, Level 1 projects should have a detailed project plan that is broken down into sections that encompasses individual tasks with assigned resources and timescales for completion. It is not enough to simply have high level milestones.

It is also recommended that Level 2 projects adopt the same methodology as for Level 1 projects however as a minimum, key milestones must be documented within the project management workbook.

### ***Project highlight reporting***

It is the responsibility of Programme Managers to ensure all Project Managers complete monthly highlight reports using the Council's standard template to enable accurate reporting of the programme's progress and Red, Amber, Green (RAG) status to the Directorate and Corporate monthly Boards / meetings.

Highlight reports should be approved by the Project Sponsor before being submitted to the PMO.

### ***Change control process***

Any changes required to the dates for completing milestones or changes to the approved scope must be approved via completion of a Change Control and submitted to the PMO to go to the next Directorate and if necessary LMT monthly meeting.

### ***Completion and approval of the Full Business Case***

Level 1 projects that required further definition in 'Plan' stage should now complete the Full Business Case.

Part one of the Business Case (Outline Business Case), which covers the strategic and economic cases should be revisited to ensure that the information provided is still relevant and valid and should be updated where appropriate.

Part two of the Business Case covers the commercial, financial and management case and must be completed to an appropriate level depending upon the level and scope of the project. The results of any formal consultation / engagement exercise undertaken, confirmed procurement route (if applicable), confirmed costs and management plans to deliver the change must be included.

Once the Full Business Case is completed, it should initially be sent to the PMO for Quality Assurance. If necessary, the PMO will provide comment and recommendations to further

strengthen the document. Once the final amendments have been made it should be approved by the Project Sponsor and if necessary, approved at LMT monthly meeting.

The Directorate / Corporate Board will determine if the full business case is viable and has a high chance of realising the expected benefits. If approved, the project can progress to the 'Deliver' stage.

## Lifecycle Stage 3: Deliver

The main purpose of this stage is to ensure robust management of the project controls to ensure the project will deliver within time, cost, scope and expected benefits, as detailed in the business case.

If any variances occur that are outside of the agreed project tolerances and delegated authority, this will trigger a change control to be escalated at the next Directorate monthly meeting and if necessary to the Corporate LMT monthly meeting.

The following activities take place within the 'Deliver' stage:

- detailed project plan is executed and kept up to date;
- robust management of project controls;
- effective utilisation of resources;
- stakeholders are kept informed and engaged;
- project roles and responsibilities are fulfilled;
- highlight reporting; and
- change control process.

### ***Project plan***

The project should be delivered, working to the detailed project plan. It is imperative that as well as the technical delivery aspect of the project (i.e. delivering the product) that the business change aspect of the project is delivered alongside and should form part of the overall project plan.

### ***Robust management of project controls***

Following approval of the business case, the Project Manager should ensure that the project controls established in the Project Management Workbook in 'Start' stage, are reviewed as a minimum every month at Project Board meetings and updated prior to the completion of the monthly highlight report. Project control documentation will be subject to quality assurance by the PMO to ensure robust management of project controls.

### ***Effective utilisation of resources***

The Project Manager is responsible for the effective utilisation of project resources to ensure that projects deliver. Any resource issues that arise during the 'Deliver' stage that pose a risk to the timely and successful delivery of the project must be addressed in the first instance with the Programme Manager at the earliest opportunity.

If the issue cannot be resolved it should be escalated to the Project Sponsor and if required, further escalated to the next Directorate monthly meeting and if necessary LMT monthly meeting.

### ***Engaging and informing stakeholders***

The Project Manager is responsible for ensuring the stakeholder engagement and communications plan that was established in the 'Plan' stage is further refined and executed to ensure key stakeholders are kept informed and engaged.

### ***Fulfilment of project roles and responsibilities***

The Project Manager is responsible for ensuring all project roles and responsibilities are fulfilled. Any issues that may arise during the 'Deliver' stage that pose a risk to the timely and successful delivery of the project must be addressed at the earliest opportunity.

If the issue cannot be resolved it should be escalated to the Programme Manager and Project Sponsor and if required, further escalated to the next Directorate monthly meeting and if necessary LMT monthly meeting.

### ***Project Highlight reporting***

It is the responsibility of all Project Managers to ensure monthly highlight reports are produced using the Council's standard template to enable accurate reporting of the programme's progress and Red, Amber, Green (RAG) status to the Directorate or Corporate / LMT monthly meeting, using the programme highlight report template:

### ***Change Control process***

Any changes required to the dates for completing milestones during the 'Start' stage must be approved through completion of a change control and submitted to the PMO to go to the next Directorate or if necessary LMT monthly meeting.

Once the changes have been approved, the project Business Case, or in the case of Level 2 projects, the POAP, should be updated to reflect the changes and this will become the new baseline by which projects are monitored.

## Lifecycle Stage 4: Review / Close

The main purpose of this final stage of the project lifecycle is to undertake an assessment of the project's performance against the approved business case, ensure all project activities have been completed and that the outputs can be transferred to BAU.

Once the Project Sponsor is satisfied that the project plan has been delivered (or in the case of premature closure is no longer viable), and the intended outputs have been achieved they must ensure that the project is formally closed.

The following activities take place within the Review / Close Stage:

- assessment of project performance (time, cost, scope);
- assessment of project objectives and deliverables;
- assessment of project benefits realisation;
- review of any remaining risks / follow-on actions to be transferred to BAU;
- capturing lessons learned;
- scheduling a post project implementation review (where appropriate);
- completion of Project Closure report and approval to formally close the project.

### ***Assessment of project performance***

An assessment of project performance against the approved time, cost and scope must be undertaken with any variances explained, to ensure a robust audit trail and to inform lessons learned for similar future projects.

### ***Assessment of project objectives and deliverables***

An assessment of the achievement of project objectives and deliverables must be undertaken, with any variances explained to ensure a robust audit trail and to inform lessons learned for similar future projects.

### ***Assessment of project benefits realisation***

An assessment of the achievement of project benefits realisation both financial and non-financial must be undertaken with any variances explained to ensure a robust audit trail and to inform lessons learned for similar future projects.

It is common for some benefits to be realised following closure of the project and therefore, appropriate arrangements should be made to ensure any outstanding benefits continue to be monitored through normal BAU processes e.g., performance monitoring or within the monitoring of the wider programme / project.

Equally, a review of the project's risks must be undertaken to ensure that all risks are either closed or transferred to appropriate BAU risk monitoring or the wider programme / project.

To ensure a smooth transition from project to BAU it is essential that any follow-on actions are identified, ownership agreed, and timescales set for completion.

### ***Capturing lessons learned***

To ensure the organisation can become more effective at delivering projects and to avoid costly errors, it is important that a review of the lessons learned is undertaken, documented and shared with relevant parties. It is good practice to capture lessons learned (both positive and negative) throughout the life of the project.

### ***Post-project implementation review***

If the project included a business change element that had an impact upon people (internal or external), business processes and / or a change to service delivery, it is recommended that a Post Implementation Review is undertaken 6-12mths following project closure, where appropriate to ensure that the changes have been successfully embedded and to assess the impact of the changes made including post-project benefits realisation.

### ***Completion and approval of the Project Closure report***

Projects must complete a Project Closure Report using the Council's standard template.

The activities undertaken during the 'Review / Close' stage as outlined above will enable the completion of the Closure Report. The level of detail within the report will be determined by the scale and scope of the project and will be agreed between the Project Sponsor, Programme Manager and Project Manager.



Project Closure  
Report template.docx

Once the Closure Report is completed, it should initially be sent to the PMO for Quality Assurance. If necessary, the PMO will provide comment and recommendations to further strengthen the document.

Once the final amendments have been made it should be approved by the Project Sponsor prior to being formally submitted to the PMO to go to the next Directorate monthly meeting and if necessary LMT monthly meeting.

### ***Further information and support***

In addition to the corporate standard documents referred to within this framework, a full suite of supporting project documentation templates can be found [here](#).

Further guidance and support on the framework set out in this document can be provided by the Portfolio Management Office.

## Project Highlight Report Guidance

The essence of effective Project Management is transparency: only if Boards are fully informed can they make the right decisions, at the right time, for the right reasons. To fail to disclose material information, is to prepare to fail.

A Project Manager completes a Project Highlight Report and submits it to the Programme Manager, if the project is part of a Programme, and also to the PMO.

The Highlight Report is populated in part manually, by the Project Manager, in part automatically, from information and data contained in Project Book worksheets, and in part by automatic calculation. Some manual inputs are via drop-down select lists, and the remainder are direct entry. Where select lists are available, user scoring prompts are provided.

The table directly below refers and provides guidance on completion section by section.

Boards tend to favour less detail rather than more. Therefore, some initial input limitations have been set, but may be amended by the PMO if required. Changes should generally be global, across all projects, to maintain consistency, unless there is a reasonable case for exception.

Key Project Milestones: Current limit = 5. On a month by month basis, it should not be necessary to report on all of the milestones, all of the time. It should only be necessary to report on Milestones when the activities of which are actively being progressed, or due to be completed, during the reporting period.

Key Risks: Current limit = 5. The design intention is to report on up to the top 5 Risks. It should be necessary to report only on the highest risks identified by the Project, or on any risks that cannot be managed at Project level, or which may also impact other Projects, or Programmes in the Portfolio.

Key Issues: Current limit = 5. The design intention is to report on up to the top 5 Issues. It should be necessary to report only on the most significant Issues identified by the Project, or any issue that cannot be managed at Project level, or which may also impact other Projects or Programmes in the Portfolio.

Key Dependencies: Current limit = 5. The design intention is to report on up to the top 5 Dependencies. It should only be necessary to report on Dependencies that are either due to be met, or have been re-assessed in the current period as being likely to be met late, or not at all.

If the above limits are insufficient, PMs should submit a request for PMO to action. As a general rule, in order to maintain standards across the Portfolio, a change for one should be a change for all. Project specific change can be applied by the PMO, e.g., increasing Project Milestone limits,

| Section    | Filed / Column  | Input Cell | Type      | Rationale        | Method       | Notes                                                                |
|------------|-----------------|------------|-----------|------------------|--------------|----------------------------------------------------------------------|
| Header Row | Project Title   | O3         | One-Off   | Self explanatory | Automated    | Can be set up by the PMO when the project book is issued.            |
|            | Project Sponsor | BB3        | One-Off   | Self explanatory | Automated    | Can be set up by the PMO when the project book is issued.            |
|            | Directorate     | CK3        | One-Off   | Self explanatory | Automated    | Select from List: Set up by the PMO when the project book is issued. |
|            | Theme           | DJ3        | One-Off   | Project Area     | Automated    | Select from List: Set up by the PMO when the project book is issued. |
|            | Project Manager | EO3        | One-Off   | Self explanatory | Automated    | Set up by the PMO when the project book is issued.                   |
|            | Period From     | FS3        | Recurring | Self explanatory | Direct Entry | Start date of reporting period                                       |
|            | Period To       | GM3        | Recurring | Self explanatory | Direct Entry | End date of reporting period                                         |

|                          |                               |            |                       |                       |                                                                  |                                                                                |
|--------------------------|-------------------------------|------------|-----------------------|-----------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Narratives & Assessments | Project Description           | C14        | One-Off               | For Board context     | Direct Entry                                                     | Why the project has been commissioned                                          |
|                          | PMs Overall Summary           | C40        | Recurring             | For Board context     | Direct Entry                                                     | PM's subjective assessment as to overall progress                              |
|                          | Decisions /Steer from Board   | DJ40       | Recurring             | Signposting to Board  | Direct Entry                                                     | Decisions that can only be taken at Board level                                |
|                          | Scope Assessment              | DJ14       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Benefits Assessment           | FD14       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Time Assessment               | DJ27       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Cost Assessment               | FD27       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Scope Score                   | ER14       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Benefits Score                | GM14       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Time Score                    | ER27       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Cost Score                    | GM27       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
|                          | Overall Score This Period     | CU14       | Calculated            | For Board information | Automated                                                        | Select from List: Project Manager's subjective assessment                      |
|                          | DOT (Direction of Travel)     | CZ27       | Calculated            | For Board information | Automated                                                        | Select from List: Project Manager's subjective assessment                      |
|                          | Overall Score Last Period     | CU40       | Recurring             | For Board information | Direct Select                                                    | Select from List: Project Manager's subjective assessment                      |
| Lifecycle Stage          | CU52                          | Recurring  | For Board information | Direct Select         | Select from List: Project Manager's subjective assessment        |                                                                                |
| Finance Costs            | Budget                        | P62        | One-Off               | For Board information | Direct Entry                                                     | Business case value                                                            |
|                          | Spend                         | AA62       | Recurring             |                       | Direct Entry                                                     | Spend to date                                                                  |
|                          | Forecast                      | AL62       | Recurring             |                       | Direct Entry                                                     | Estimated turnout                                                              |
|                          | Variance                      | AW62       | Calculated            |                       | Automated                                                        | Budget v Forecast                                                              |
|                          | DOT (direction of travel)     | BI62       | Calculated            |                       | Automated                                                        | Budget vs Forecast Trend                                                       |
| Finance Income           | Planned                       | CB62       | One-Off               |                       | Direct Entry                                                     | Business case value                                                            |
|                          | Actuals                       | CM62       | Recurring             |                       | Direct Entry                                                     | Income generated to date                                                       |
|                          | Forecast                      | CX62       | Recurring             |                       | Direct Entry                                                     | Estimated turnout                                                              |
|                          | Variance                      | DI62       | Calculated            |                       | Automated                                                        | Planned v Forecast                                                             |
|                          | DOT (direction of travel)     | DU62       | Calculated            |                       | Automated                                                        | Planned v Forecast Trend                                                       |
| Finance Savings          | Planned                       | EN62       | One-Off               |                       | Direct Entry                                                     | Business case value                                                            |
|                          | Actuals                       | EY62       | Recurring             |                       | Direct Entry                                                     | Savings accrued to date                                                        |
|                          | Forecast                      | FJ62       | Recurring             |                       | Direct Entry                                                     | Estimated turnout                                                              |
|                          | Variance                      | FU62       | Calculated            |                       | Automated                                                        | Planned v Forecast                                                             |
|                          | DOT (direction of travel)     | GG62       | Calculated            | Automated             | Planned v Forecast Trend                                         |                                                                                |
| Monthly Burn Rate        | Monthly Burn Rate             | GM62       | Recurring             | Direct entry          | The monthly average of project spend to date (full project cost) |                                                                                |
| Project Milestones       | Descriptions                  | C70:C86    | One-Off               | For Board information | Automated                                                        | Milestone name                                                                 |
|                          | Baseline Start (date)         | BM70:BM86  | One-Off               |                       |                                                                  | Planned start date                                                             |
|                          | Baseline End (date)           | CA70:CA:86 | One-Off               |                       |                                                                  | Planned end date                                                               |
|                          | Actual Start (date)           | CO70:CO86  | One-Off               |                       |                                                                  | Actual start date                                                              |
|                          | Actual End (date)             | DC70:DC86  | One-Off               |                       |                                                                  | Actual end date                                                                |
|                          | % Complete                    | DQ70:DQ86  | Calculated            |                       |                                                                  | Self explanatory                                                               |
|                          | Slippage (days))              | EE70:EE86  | Calculated            |                       |                                                                  | Estimated (or calculated if you have the functionality)                        |
|                          | Comments                      | ES70:ES86  | Recurring             |                       |                                                                  | Self explanatory                                                               |
| Key Risks (top 5 max)    | Descriptions                  | C94:C110   | One-Off               | For Board information | Automated                                                        | Risk description                                                               |
|                          | Potential Impact              | BM94:BM110 | Variable              |                       |                                                                  | What is likely to happen if the risk is realised (becomes an issue)            |
|                          | Owner Name                    | DC94:DC110 | One-Off               |                       |                                                                  | The individual responsible for monitoring, and mitigation                      |
|                          | Likelihood (score)            | DT94:DT110 | Variable              |                       |                                                                  | Select from List: The likelihood that the risk will convert to become an issue |
|                          | Impact (score)                | ED94:ED110 | Variable              |                       |                                                                  | Select from List: The assessed impact if the risk converts to become an issue  |
|                          | Score (individual item total) | EN94:EN110 | Calculated            |                       |                                                                  | Overall risk score (each individual risk)                                      |
|                          | Mitigating Actions            | FH94:FH110 | Variable              |                       |                                                                  | What is to be done to obviate or reduce the impact of each risk                |
|                          | Due Date                      | GO94:GO110 | Variable              |                       |                                                                  | When the effects of mitigating actions should be known                         |

| Key Issues (top 5 max)       | Descriptions                      | C119:C135   | One-Off    | For Board information | Automated | Issue descriptions                                                         |
|------------------------------|-----------------------------------|-------------|------------|-----------------------|-----------|----------------------------------------------------------------------------|
|                              | Current Impact                    | BM119:BM135 | Variable   |                       |           | The impact that the issue is causing at the time of entry                  |
|                              | Owner Name                        | DC119:DC135 | One-Off    |                       |           | The individual responsible for resolving the issue                         |
|                              | Impact (score)                    | DT119:DT135 | Variable   |                       |           | Select from List: Assessed impact score for the issue                      |
|                              | DOT (score - direction of travel) | ED119:ED135 | Variable   |                       |           | Select from List: Impact Trend                                             |
|                              | Score (individual item total)     | EN119:EN135 | Calculated |                       |           | Overall risk score (each individual issue)                                 |
|                              | Management Actions                | FH119:FH135 | Variable   |                       |           | The intervention planned to resolving the issue                            |
|                              | Due Date                          | GO119:GO135 | Variable   |                       |           | When the issue results of the intervention should be known                 |
| Key Dependencies (top 5 max) | Descriptions                      | C143:C159   | One-Off    | For Board information | Automated | Dependency descriptions                                                    |
|                              | Dependent Project                 | AU143:AU159 | One-Off    |                       |           | The project that this project is dependent upon                            |
|                              | Enabling Project                  | BI143:BI159 | One-Off    |                       |           | The project that this project is enabling                                  |
|                              | Impact if Late, or Not Met        | BW143:BW159 | Variable   |                       |           | What is the likely outcome if the dependency is not met, on time or at all |
|                              | Owner Name                        | DC143:DC159 | One-Off    |                       |           | The individual responsible for managing the dependency                     |
|                              | Impact (score)                    | DT143:DT159 | Variable   |                       |           | Select from List: Assessed impact score for the dependency                 |
|                              | DOT (score - direction of travel) | ED143:ED159 | Variable   |                       |           | Select from List: Dependency Trend                                         |
|                              | Score (individual item total)     | EN143:EN159 | Calculated |                       |           | Overall risk score (each individual dependency)                            |
|                              | Management Actions                | EX143:EX159 | Variable   |                       |           | How dependency progress will be monitored / managed                        |
|                              | Due Date                          | GO143:GO159 | Variable   |                       |           | When the dependency is due to be met - include in plan to drive schedule   |
|                              |                                   |             |            |                       |           |                                                                            |
|                              |                                   |             |            |                       |           |                                                                            |

|                                                 |                      |                         |                        |                     |                       |                                  |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|-------------------------------------------------|----------------------|-------------------------|------------------------|---------------------|-----------------------|----------------------------------|----------------------------------------------------------|------------------------|------------------------|----------------------------|-----------------|--------------------------------|---------------------|----------------|-----------------|-----------------|------------|---|
| <b>Project Title:</b>                           | [Project Title Test] | <b>Project Sponsor:</b> | [Project Sponsor Test] | <b>Directorate:</b> | Select                | <b>Theme:</b>                    | Select                                                   | <b>Project Manager</b> | [Project Manager Test] | <b>Period From:</b>        |                 | <b>Period To:</b>              |                     |                |                 |                 |            |   |
| <b>Project Description</b>                      |                      |                         |                        |                     |                       | <b>Overall Score This Period</b> | <b>Scope Assessment</b>                                  |                        | <b>Scope RAG</b>       | <b>Benefits Assessment</b> |                 |                                | <b>Benefits RAG</b> |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       | Select                           |                                                          |                        | Select                 |                            |                 |                                | Select              |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       | <b>Direction of Travel</b>       | <b>Time Assessment</b>                                   |                        | <b>Time RAG</b>        | <b>Cost Assessment</b>     |                 |                                | <b>Cost RAG</b>     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       | ⇒                                |                                                          |                        | Select                 |                            |                 |                                | Select              |                |                 |                 |            |   |
| <b>PM's Overall Project Summary This Period</b> |                      |                         |                        |                     |                       | <b>Overall Score Last Period</b> | <b>Decisions / Steer Required From Board this Period</b> |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       | Select                           |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       | <b>Lifecycle Stage</b>           |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       | Select                           |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
| <b>Business Case (Costs)</b>                    | <b>Budget</b>        | <b>Spend</b>            | <b>Forecast</b>        | <b>Variance</b>     | <b>DOT</b>            | <b>Business Case (Income)</b>    | <b>Planned</b>                                           | <b>Actuals</b>         | <b>Forecast</b>        | <b>Variance</b>            | <b>DOT</b>      | <b>Business Case (Savings)</b> | <b>Planned</b>      | <b>Actuals</b> | <b>Forecast</b> | <b>Variance</b> | <b>DOT</b> |   |
|                                                 | £0                   | £0                      | £0                     | £0                  | ⇒                     |                                  | £0                                                       | £0                     | £0                     | £0                         | ⇒               |                                | £0                  | £0             | £0              | £0              | £0         | ⇒ |
| <b>Key Milestones (from Project Plan)</b>       |                      |                         |                        |                     | <b>Baseline Start</b> | <b>Baseline End</b>              | <b>Actual Start</b>                                      | <b>Actual End</b>      | <b>% Complete</b>      | <b>Slippage (Days)</b>     | <b>Comments</b> |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       |                                  |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       |                                  |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       |                                  |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |
|                                                 |                      |                         |                        |                     |                       |                                  |                                                          |                        |                        |                            |                 |                                |                     |                |                 |                 |            |   |

| Top 5 Risks        |  |                       |                      | Risk Owner                          | Likelihood       | Impact | Score | Risk Mitigation Actions  | Due Date                      |          |
|--------------------|--|-----------------------|----------------------|-------------------------------------|------------------|--------|-------|--------------------------|-------------------------------|----------|
|                    |  |                       |                      |                                     |                  |        |       |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        |       |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        |       |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        |       |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        |       |                          |                               |          |
| Top 5 Issues       |  |                       |                      | Issue Owner                         | Impact           | DOT    | Score | Issue Resolution Actions | Due Date                      |          |
|                    |  |                       |                      |                                     |                  |        | 0     |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        | 0     |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        | 0     |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        | 0     |                          |                               |          |
|                    |  |                       |                      |                                     |                  |        | 0     |                          |                               |          |
| Top 5 Dependencies |  | Dependent Proj / Prog | Enabling Proj / Prog | Assessed Impact If Late, or Not Met | Dependency Owner | Impact | DOT   | Score                    | Dependency Management Actions | Due Date |
|                    |  |                       |                      |                                     |                  |        |       | 0                        |                               |          |
|                    |  |                       |                      |                                     |                  |        |       | 0                        |                               |          |
|                    |  |                       |                      |                                     |                  |        |       | 0                        |                               |          |
|                    |  |                       |                      |                                     |                  |        |       | 0                        |                               |          |
|                    |  |                       |                      |                                     |                  |        |       | 0                        |                               |          |

[Project Name]  
Project Pro Forma

|                             |                |                   |  |
|-----------------------------|----------------|-------------------|--|
| Project Title:              | [Project Name] | Project Manager:  |  |
| Proposed Start Date         |                | Proposed End Date |  |
| Directorate / Service area: | Select         | Budget            |  |
| Project Description         |                |                   |  |
|                             |                |                   |  |
| Delivery Approach           |                |                   |  |
|                             |                |                   |  |
| Funding                     |                |                   |  |
|                             |                |                   |  |

[Project Name]

Project Start-up Checklist

| Project Start-up Checklist                                                                                |                                                                                                                                                                                   |        |                  |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|
| Project Name:                                                                                             | [Project Name]                                                                                                                                                                    |        |                  |
| Project Sponsor:                                                                                          |                                                                                                                                                                                   |        |                  |
| Project Manager:                                                                                          |                                                                                                                                                                                   |        |                  |
| Project Level:                                                                                            |                                                                                                                                                                                   |        |                  |
| Area                                                                                                      | Checklist Questions                                                                                                                                                               | Answer | Comments / Notes |
| Governance                                                                                                | Does this project need Executive Approval?                                                                                                                                        |        |                  |
|                                                                                                           | Is this project being delivered in Partnership or collaboration with any external organisations or Associations? If yes, what governance arrangements or agreements are in place? |        |                  |
|                                                                                                           | Do you have a Project Sponsor?                                                                                                                                                    |        |                  |
|                                                                                                           | Do you have a Project Board? Who are the Board members?                                                                                                                           |        |                  |
|                                                                                                           | Do you have ToR for this Board?                                                                                                                                                   |        |                  |
|                                                                                                           | Do you have a standard agenda / slide deck for the Project Board meeting? If yes what are the points of discussion?                                                               |        |                  |
|                                                                                                           | Has an EIA been done? (was it EIA screening or full?)                                                                                                                             |        |                  |
|                                                                                                           | Has a DPIA been done?(was it DPIA screening or full?)                                                                                                                             |        |                  |
|                                                                                                           | Do you have any concerns with the current Governance or processes in place for this project?                                                                                      |        |                  |
| Are there any aspects of project governance that you feel you need additional information or training on? |                                                                                                                                                                                   |        |                  |
| PM Controls                                                                                               | Are you using the Project Management Workbook?                                                                                                                                    |        |                  |
|                                                                                                           | Are you aware of monthly Highlight Reporting Requirements?                                                                                                                        |        |                  |
| Stakeholder Management & Communication                                                                    | Have you identified all key stakeholders for the project? How did you do this?                                                                                                    |        |                  |
|                                                                                                           | Is there a communications plan which clearly states what, who, when and how communications will be carried out?                                                                   |        |                  |

|                        |                                                                                                                                                           |  |  |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Change Management      | Will the project involve any significant change for people (internal and/or external), systems or processes?                                              |  |  |
|                        | If yes, do you have a change management plan and if not, how are the changes being managed?                                                               |  |  |
| Project Planning       | Do you have a detailed project plan for the current stage of the project, showing tasks, milestones, assigned resources, end date and slippage etc.?      |  |  |
|                        | Has there been any formal tolerance levels planned into the project? e.g. +/- 10% on time, cost, quality agreed by the Project Board?                     |  |  |
| Dependencies           | Have you identified all dependencies for this project? How did you do this?                                                                               |  |  |
|                        | Are there any interdependencies with other projects or external parties that could impact upon successful delivery?                                       |  |  |
|                        | How are dependencies recorded? How do you manage dependencies and ensure they are up to date?                                                             |  |  |
| Risk Management        | Have you identified all risks for this project? How did you do this?                                                                                      |  |  |
|                        | How are you recording and managing risks for the project?                                                                                                 |  |  |
|                        | Do you have mitigating actions for identified risks? How do you manage these actions?                                                                     |  |  |
|                        | Do you understand the Corporate Risk Management process and how to escalate a project risk to a higher level if required?                                 |  |  |
| Benefits Management    | Have you identified measurable benefits for this project?                                                                                                 |  |  |
|                        | How are benefits being recorded and managed for this project?                                                                                             |  |  |
|                        | How often are the project benefits reviewed and discussed at the Project Board meeting?                                                                   |  |  |
|                        | Are the expected benefits of this project currently on track to be delivered? If not, are they still achievable?                                          |  |  |
| Information Management | Where do you store all your project documents and associated logs and reports etc.? Are they in an appropriate order in case anyone had to find anything? |  |  |
|                        | Who has access to your project documents?                                                                                                                 |  |  |
|                        | Do you keep multiple copies in different locations? If so, why & how do you ensure version control?                                                       |  |  |
|                        | Do you keep a record of the lessons learned throughout the project?                                                                                       |  |  |

|                  |                                                                                                                                                                    |  |  |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <b>Budget</b>    | Is there a budget associated with this project?                                                                                                                    |  |  |
|                  | Do you manage the project budget? If not who does?                                                                                                                 |  |  |
|                  | How do you record and manage the budget?                                                                                                                           |  |  |
| <b>Resources</b> | Do you know how much working time you have allocated to work on this project and does it feel the right amount i.e. do you spend more or less time than allocated? |  |  |
|                  | Do you have a Project Team i.e. those that are completing the tasks to deliver the project?                                                                        |  |  |
|                  | How will you manage the Project Team e.g. Project Team meetings, allocation of tasks etc.?                                                                         |  |  |
|                  | Do you have a resource plan that tells you which resources are required and when?                                                                                  |  |  |
|                  | Have you got all the relevant resources assigned that you need?                                                                                                    |  |  |
| <b>Training</b>  | Have you undertaken any formal or informal Project Management training?                                                                                            |  |  |
|                  | Are there any areas of Project Management that you would like to receive additional information or training on?                                                    |  |  |

## Standard Board Agenda

| Standard Board Agenda |                                                                                     |
|-----------------------|-------------------------------------------------------------------------------------|
| No.                   | Item                                                                                |
| 1                     | Apologies                                                                           |
| 2                     | Review of Decisions and Actions                                                     |
| 3                     | Project Update (key activities since last Board meeting and current status)         |
| 4                     | Review of key Risks, Assumptions, Issues and Dependencies (RAID)                    |
| 5                     | Review of Project Finances - costs, spend, savings and income (planned and actuals) |
| 6                     | Review of Project Benefits (financial and non-financial benefits)                   |
| 7                     | Actions and Decisions from this Board                                               |
| 8                     | AOB                                                                                 |





[Project Name]

Top 5 Risks Summary

| Risk Description | Owner | Likelihood | Impact | Score | Mitigating Actions | Due Date |
|------------------|-------|------------|--------|-------|--------------------|----------|
|                  |       |            |        |       |                    |          |
|                  |       |            |        |       |                    |          |
|                  |       |            |        |       |                    |          |
|                  |       |            |        |       |                    |          |

Risk Matrix

Risk Type

Worksheet Protection Guidance

Risk Log

Risk resoring not to be completed until mitigating actions have been completed. If mitigation has not been action then the risk remains at the same score that the original assessment identified.

| Ref. | Date raised | Risk Description | Risk Type | Risk Owner | With no controls<br>Likelihood<br>(1 - 5) | With no controls<br>Impact<br>(1, 2, 3, 5 & 7) | Original Risk Score | Current Controls | Rescore with current<br>controls in place<br>Likelihood<br>(1 - 5) | Rescore with current controls<br>in place<br>Impact<br>(1, 2, 3, 5 & 7) | Current Risk Score | What else can be done to<br>reduce the risk further?<br>Mitigating Actions | Action Owner | Due Date | Rescore following<br>implementation of mitigation<br>Likelihood<br>(1 - 5) | Rescore following<br>implementation of mitigation<br>Impact<br>(1, 2, 3, 5 & 7) | Target<br>Risk<br>Score | Status | Top 5 Risk |
|------|-------------|------------------|-----------|------------|-------------------------------------------|------------------------------------------------|---------------------|------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------|--------------|----------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------|--------|------------|
| 001  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 002  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 003  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 004  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 005  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 006  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 007  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 008  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 009  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 010  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 011  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 012  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 013  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 014  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 015  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 016  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 017  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 018  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 019  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 020  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 021  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 022  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 023  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 024  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 025  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 026  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 027  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 028  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 029  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 030  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 031  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 032  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 033  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 034  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 035  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 036  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 037  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 038  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 039  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 040  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 041  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 042  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 043  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 044  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 045  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 046  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 047  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 048  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 049  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |
| 050  |             |                  |           |            | Select                                    | Select                                         | #VALUE!             |                  | Select                                                             | Select                                                                  | #VALUE!            |                                                                            |              | Select   | Select                                                                     | #VALUE!                                                                         | Select                  |        |            |

Top 5  
Top 5  
Top 5  
Top 5

[Project Name]

Top 5 Issues Summary

| Issue Description | Owner | Impact Classification | Direction of Travel | Score | Mitigating Actions | Due Date |
|-------------------|-------|-----------------------|---------------------|-------|--------------------|----------|
|                   |       |                       |                     |       |                    |          |
|                   |       |                       |                     |       |                    |          |
|                   |       |                       |                     |       |                    |          |
|                   |       |                       |                     |       |                    |          |

Worksheet Protection Guidance

Issue Log      Date Raised

| Ref. | Date Raised | Issue Description | Impact Classification | Direction of Travel | Score   | Owner | Mitigating Actions | Due Date | Current Status | Date Closed | Comments | Top 5 Issue |
|------|-------------|-------------------|-----------------------|---------------------|---------|-------|--------------------|----------|----------------|-------------|----------|-------------|
| 001  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 002  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 003  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 004  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 005  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 006  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 007  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 008  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 009  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 010  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 011  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 012  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 013  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 014  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 015  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 016  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 017  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 018  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 019  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 020  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 021  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 022  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 023  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 024  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 025  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 026  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 027  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 028  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 029  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 030  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 031  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 032  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 033  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 034  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 035  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 036  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 037  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |
| 038  |             |                   | Select                | Select              | #VALUE! |       |                    |          | Select         |             |          |             |

|     |  |  |        |        |         |  |  |  |        |  |  |  |
|-----|--|--|--------|--------|---------|--|--|--|--------|--|--|--|
| 039 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 040 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 041 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 042 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 043 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 044 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 045 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 046 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 047 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 048 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 049 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |
| 050 |  |  | Select | Select | #VALUE! |  |  |  | Select |  |  |  |

[Project Name]  
Action and Decision Log

| Ref. | Type   | Programme | Project | Date Raised | Description | Responsible | Due Date | Status | Updates/ Comments |
|------|--------|-----------|---------|-------------|-------------|-------------|----------|--------|-------------------|
| 001  | Select | Select    |         |             |             |             |          |        |                   |
| 002  | Select | Select    |         |             |             |             |          |        |                   |
| 003  | Select | Select    |         |             |             |             |          |        |                   |
| 004  | Select | Select    |         |             |             |             |          |        |                   |
| 005  | Select | Select    |         |             |             |             |          |        |                   |
| 006  | Select | Select    |         |             |             |             |          |        |                   |
| 007  | Select | Select    |         |             |             |             |          |        |                   |
| 008  | Select | Select    |         |             |             |             |          |        |                   |
| 009  | Select | Select    |         |             |             |             |          |        |                   |
| 010  | Select | Select    |         |             |             |             |          |        |                   |
| 011  | Select | Select    |         |             |             |             |          |        |                   |
| 012  | Select | Select    |         |             |             |             |          |        |                   |
| 013  | Select | Select    |         |             |             |             |          |        |                   |
| 014  | Select | Select    |         |             |             |             |          |        |                   |
| 015  | Select | Select    |         |             |             |             |          |        |                   |
| 016  | Select | Select    |         |             |             |             |          |        |                   |
| 017  | Select | Select    |         |             |             |             |          |        |                   |
| 018  | Select | Select    |         |             |             |             |          |        |                   |
| 019  | Select | Select    |         |             |             |             |          |        |                   |
| 020  | Select | Select    |         |             |             |             |          |        |                   |
| 021  | Select | Select    |         |             |             |             |          |        |                   |
| 022  | Select | Select    |         |             |             |             |          |        |                   |
| 023  | Select | Select    |         |             |             |             |          |        |                   |
| 024  | Select | Select    |         |             |             |             |          |        |                   |
| 025  | Select | Select    |         |             |             |             |          |        |                   |
| 026  | Select | Select    |         |             |             |             |          |        |                   |
| 027  | Select | Select    |         |             |             |             |          |        |                   |
| 028  | Select | Select    |         |             |             |             |          |        |                   |
| 029  | Select | Select    |         |             |             |             |          |        |                   |
| 030  | Select | Select    |         |             |             |             |          |        |                   |
| 031  | Select | Select    |         |             |             |             |          |        |                   |
| 032  | Select | Select    |         |             |             |             |          |        |                   |
| 033  | Select | Select    |         |             |             |             |          |        |                   |
| 034  | Select | Select    |         |             |             |             |          |        |                   |
| 035  | Select | Select    |         |             |             |             |          |        |                   |
| 036  | Select | Select    |         |             |             |             |          |        |                   |
| 037  | Select | Select    |         |             |             |             |          |        |                   |
| 038  | Select | Select    |         |             |             |             |          |        |                   |
| 039  | Select | Select    |         |             |             |             |          |        |                   |
| 040  | Select | Select    |         |             |             |             |          |        |                   |
| 041  | Select | Select    |         |             |             |             |          |        |                   |
| 042  | Select | Select    |         |             |             |             |          |        |                   |
| 043  | Select | Select    |         |             |             |             |          |        |                   |
| 044  | Select | Select    |         |             |             |             |          |        |                   |
| 045  | Select | Select    |         |             |             |             |          |        |                   |
| 046  | Select | Select    |         |             |             |             |          |        |                   |
| 047  | Select | Select    |         |             |             |             |          |        |                   |
| 048  | Select | Select    |         |             |             |             |          |        |                   |
| 049  | Select | Select    |         |             |             |             |          |        |                   |
| 050  | Select | Select    |         |             |             |             |          |        |                   |









[Project Name]

Top 5 Dependencies Summary

| Dependency Description | Dependent Proj/Prog | Enabling Proj/Prog | Impact if Dependency Late or Not met | Owner | Impact Score | Direction of Travel | Score | Actions | Due Date |
|------------------------|---------------------|--------------------|--------------------------------------|-------|--------------|---------------------|-------|---------|----------|
|                        |                     |                    |                                      |       |              |                     |       |         |          |
|                        |                     |                    |                                      |       |              |                     |       |         |          |
|                        |                     |                    |                                      |       |              |                     |       |         |          |
|                        |                     |                    |                                      |       |              |                     |       |         |          |

Worksheet Protection Guidance

Dependencies List

| Cell Ref. | Programme/ Project | Dependent Programme/ Project | Enabling Programme/ Project | Description | Internal/ External | Dependency Type | Impact if Late or Not Met | How this will be managed | Owner | Due Date | Impact | Direction of Travel | Score   | Status | Top 5 Dependency |
|-----------|--------------------|------------------------------|-----------------------------|-------------|--------------------|-----------------|---------------------------|--------------------------|-------|----------|--------|---------------------|---------|--------|------------------|
| D1        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D2        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D3        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D4        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D5        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D6        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D7        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D8        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D9        |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D10       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D11       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D12       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D13       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D14       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D15       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D16       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D17       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D18       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D19       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D20       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D21       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D22       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D23       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D24       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D25       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D26       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D27       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D28       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D29       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D30       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D31       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D32       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D33       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D34       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D35       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D36       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D37       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D38       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D39       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D40       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D41       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D42       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D43       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D44       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D45       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D46       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D47       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D48       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D49       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D50       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |
| D51       |                    |                              |                             |             | Select             |                 |                           |                          |       |          | Select | Select              | #VALUE! | Select |                  |

Dependencies Mapping



**Middlesbrough Town Centre Safety Project - Stakeholder Engagement Plan**

| Consultee Group         | Group / Individual                                             | Officer Responsible                                              | Type of Stakeholder |              |              |               | Stage of project development to be consulted e.g. RIBA/ GRIP / other |                     |                                 |                        | Type of Consultation |                |         |              |            |                      |                     |              |
|-------------------------|----------------------------------------------------------------|------------------------------------------------------------------|---------------------|--------------|--------------|---------------|----------------------------------------------------------------------|---------------------|---------------------------------|------------------------|----------------------|----------------|---------|--------------|------------|----------------------|---------------------|--------------|
|                         |                                                                |                                                                  | Partnership         | Participants | Consultation | Communication | Concept                                                              | Options development | Development of Preferred Option | Move to Delivery Phase | Workshop             | Approval Paper | Website | Social Media | Newsletter | Email Correspondence | End of Stage report | Presentation |
| Approval Group          | Environment Culture & Communities DMT                          | Project Manager                                                  |                     | X            | X            |               |                                                                      | X                   | X                               |                        |                      |                |         |              |            |                      | X                   |              |
| Approval Group          | Middlesbrough Council Executive                                | Project Sponsor (Director of Environment, Culture & Communities) |                     | X            | X            | X             | X                                                                    |                     | X                               | X                      | X                    |                |         |              |            |                      |                     |              |
| Governance              | Town Centre Strategic Partnership                              | Project Manager                                                  | X                   |              |              |               |                                                                      |                     | X                               | X                      |                      |                |         |              | X          |                      | X                   |              |
| Partner                 | Tees Valley Combined Authority                                 | Project Manager                                                  | X                   |              |              |               | X                                                                    | X                   | X                               | X                      | X                    |                |         |              |            |                      |                     |              |
| Partner                 | Cleveland Police                                               | Project Manager                                                  | X                   |              |              |               | X                                                                    | X                   | X                               | X                      | X                    |                |         |              |            |                      |                     |              |
| Partner                 | Office of the Police & Crime Commissioner                      | Project Manager                                                  | X                   |              |              |               | X                                                                    | X                   | X                               | X                      | X                    |                |         |              |            |                      |                     |              |
| Public Sector           | Middlesbrough Central Ward Councillors                         | Project Manager                                                  |                     |              |              | X             |                                                                      |                     |                                 |                        |                      |                |         |              | X          |                      |                     |              |
| Business Community      | Middlesbrough Retail Crime Partnership                         | Strategic Town Centre Manager                                    | X                   |              |              | X             |                                                                      |                     |                                 |                        |                      |                |         |              |            |                      | X                   |              |
| Business Community      | Town Centre Businesses                                         | Strategic Town Centre Manager                                    |                     | X            |              | X             | X                                                                    |                     |                                 |                        |                      | X              | X       | X            | X          |                      |                     |              |
| Business Community      | Shopping Centre Managers                                       | Strategic Town Centre Manager                                    |                     |              |              | X             | X                                                                    |                     |                                 |                        |                      |                |         |              | X          |                      |                     |              |
| Partners & Stakeholders | Middlesbrough Place Leaders Partnership                        | Strategic Town Centre Manager                                    |                     |              |              | X             |                                                                      |                     |                                 |                        |                      |                |         |              |            |                      | X                   |              |
| Residents               | Middlesbrough Residents                                        | Communications Lead                                              |                     |              |              | X             |                                                                      |                     |                                 |                        |                      | X              | X       | X            |            |                      |                     |              |
| Health Partners         | NHS / Public Health                                            | Project Manager                                                  | X                   |              |              |               |                                                                      |                     |                                 | X                      |                      |                |         |              | X          |                      |                     |              |
| Education               | Colleges (Middlesbrough College & NSA) and Teesside University | Communications Lead                                              |                     |              |              | X             |                                                                      |                     |                                 |                        |                      |                |         |              | X          |                      |                     |              |
| Media                   | Local Media Outlets                                            | Communications Lead                                              |                     |              |              | X             |                                                                      |                     |                                 |                        |                      | X              | X       |              | X          |                      |                     |              |
|                         |                                                                |                                                                  |                     |              |              |               |                                                                      |                     |                                 |                        |                      |                |         |              |            |                      |                     |              |
|                         |                                                                |                                                                  |                     |              |              |               |                                                                      |                     |                                 |                        |                      |                |         |              |            |                      |                     |              |

This page is intentionally left blank

# Logic Model – PROJ-2913

| Inputs are:<br>Funding<br>Resources              | What will be delivered                                                            | What will be the direct result of the activities (note outputs relevant to investment priority) | Results or changes produced by the intervention                                                          | Long term impact of intervention |
|--------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Inputs</b><br>(Funding/Resources)             | <b>Activities</b><br>(Monitor)                                                    | <b>Outputs</b><br>(Quantify & Monitor)                                                          | <b>Outcomes</b><br>(Monitor & Evaluate)                                                                  | <b>Impact</b><br>(Evaluate)      |
| TV IZ funding<br>£1,300,000                      | <b>Protection:</b> Dedicated & Visible Town Centre Enforcement Presence           | 1 new partnership formed                                                                        | Improved perception of safety & increased confidence from residents, visitors, investors and students    | £2,784,929 Increase GVA          |
| Other match<br>Middlesbrough Council<br>£143,210 | <b>Protection:</b> Dedicated Town Centre CCTV monitoring                          | Patrols completed (number of hours to be tracked)                                               |                                                                                                          |                                  |
| Other match<br>Cleveland Police<br>£937,807      | <b>Prevention:</b> Multi agency hub including safeguarding & vulnerability triage | 60 businesses engaged                                                                           | 5% Increase in town centre footfall                                                                      |                                  |
|                                                  |                                                                                   | 6 Enforcement Officer posts (4x NSW & 2x PCSO) created                                          | Number of recorded victim based crimes                                                                   |                                  |
|                                                  |                                                                                   | 1 multi agency hub created                                                                      | Number of reported incidents of nuisance asb in town centre                                              |                                  |
|                                                  | <b>Provision:</b> Support workers                                                 | 2 Neighbourhood Navigator posts created                                                         | Number of suspects associated with victim based crime                                                    |                                  |
|                                                  |                                                                                   | 1 CCTV Operator post created                                                                    | Number of recorded victims associated with a victim based crime on 2 or more occasions in last 12 months |                                  |
|                                                  |                                                                                   |                                                                                                 | Number of arrests in town centre                                                                         |                                  |
|                                                  |                                                                                   |                                                                                                 | Number of stop & searches in town centre                                                                 |                                  |

Page 303

This page is intentionally left blank



**Police and Crime Commissioner for Cleveland**  
**C/o St Marks House**  
**St Marks Court**  
**Thornaby**  
**Stockton on Tees**  
**TS17 6QW**

Email: [pcc.office@cleveland.police.uk](mailto:pcc.office@cleveland.police.uk)  
Website: [www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk)

Police and Crime Commissioner:  
Chief Executive and Monitoring Officer:

Matt Storey  
Lisa Oldroyd

Tel: 01642 301861  
Tel: 01642 301861

---

26<sup>th</sup> June 2026

Dear Whom it may concern,

### **Making Middlesbrough Town Centre Safer for People & Business – Match Funding Support**

I am writing on behalf of the Police and Crime Commissioner (PCC) to confirm our support to the **Making Middlesbrough Town Centre Safer for People & Business Project** led by Middlesbrough Council, and to formally commit match funding towards its delivery.

The PCC recognises the significant value of this project in seeking to create a safer, more welcoming town centre through a coordinated, holistic and sustainable multi-agency approach that prioritises protection, strengthens prevention and enhances provision of effective support.

The proposed activities align strongly with the Commissioners strategic priorities, particularly in relation to his 2024-2029 Police and Crime Plan and the associated vision of creating *Safe, Strong & Confident Communities*.

### **Neighbourhood Policing Guarantee**

The Neighbourhood Policing Guarantee (NPG) is a government programme designed to restore public confidence and enhance visible policing in communities across England and Wales, as part of the Safer Streets Mission.

An element of the NPG relates to **Safer Town Centres** with neighbourhood teams required to crack down on shop theft, street theft and assaults against retail workers.

In Middlesbrough this has resulted in six dedicated Police Officers located within the Middlesbrough Town Centre area with the purpose of:

- Increasing visible patrols
- Cracking down on shop theft, street theft, and assaults against retail workers
- Reducing anti-social behaviour
- Listening to the community including local businesses

While these Police Officer posts are assigned to Middlesbrough Town Centre under the NPG, there may be instances, driven by operational requirements and at the direction of the Chief Constable, when they are required to operate in other areas to support wider policing demands.

### **Match Funding**

To support the successful implementation of this project, we are pleased to confirm that we will provide match funding of up to **£937,806.64**. This contribution will consist of:

- In-kind support relating to four Police Officers allocated to Middlesbrough Town Centre (subject to the operational policing caveats described above).

This support will be available for the duration of the project, from **1 April 2026 to 31 March 2029**, and will be kept under review through the project's established governance arrangements.

We are proud to support this initiative and believe it will deliver tangible benefits for the Middlesbrough Town Centre area.

Yours sincerely,



Lisa Oldroyd  
Chief Executive and Monitoring Officer

**Template for Impact Assessment Level 1: Initial screening assessment**  
**Appendix 3**

|                                        |                                                                                                                                                                                         |                                               |                                             |                                       |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------|---------------------------------------|
| <b>Subject of assessment:</b>          | Making Middlesbrough Town Centre Safer for People & Business                                                                                                                            |                                               |                                             |                                       |
| <b>Coverage:</b>                       | Time limited project to cover the geographical area of Middlesbrough Town Centre. Multi agency working project involving Neighbourhoods Department, Cleveland Police and Homeless team. |                                               |                                             |                                       |
| <b>This is a decision relating to:</b> | <input type="checkbox"/> Strategy                                                                                                                                                       | <input type="checkbox"/> Policy               | <input type="checkbox"/> Service            | <input type="checkbox"/> Function     |
|                                        | <input type="checkbox"/> Process/procedure                                                                                                                                              | <input type="checkbox"/> Programme            | <input checked="" type="checkbox"/> Project | <input type="checkbox"/> Review       |
|                                        | <input type="checkbox"/> Organisational change                                                                                                                                          | <input type="checkbox"/> Other (please state) |                                             |                                       |
| <b>It is a:</b>                        | <b>New approach:</b>                                                                                                                                                                    | <input checked="" type="checkbox"/> x         | <b>Revision of an existing approach:</b>    | <input type="checkbox"/>              |
| <b>It is driven by:</b>                | <b>Legislation:</b>                                                                                                                                                                     | <input type="checkbox"/>                      | <b>Local or corporate requirements:</b>     | <input checked="" type="checkbox"/> x |

**Description:**

The Investment Zone funded Making Middlesbrough Town Centre Safer for People & Business is a three-year pilot scheme to tackle crime and anti-social behaviour (ASB) in Middlesbrough town centre. The aim of the project is to create a safer, more welcoming town centre through a coordinated, holistic and sustainable multi-agency approach that prioritises **protection**, strengthens **prevention** and enhances **provision** of effective support. This approach will reduce crime and anti-social behaviour, improve public confidence and perceptions of safety, support business vitality, and harness the growth of all town centre businesses, enhancing the town's reputation as a vibrant, innovative and secure destination.

The objectives are to:

- Reduce crime and ASB
- Improve perceptions of safety and public confidence
- Increase footfall in the town centre
- Retain and attract businesses to reduce vacant units
- Stimulate private investment and positive economic activity

The project will build on the existing night-time economy project with extended operation of the existing hub at Middlesbrough Bus Station. There will be a multi-agency presence within the hub, together with dedicated provision for more intensive support for top repeat offenders such as through a dual diagnosis team which sit outside of enforcement. This will enable those individuals who are the most vulnerable and with the most complex needs immediate and direct access to the necessary support services such as drug and alcohol support.

Accessing Change Together (ACT) services will form part of the support offer linked to the hub, providing tailored interventions for people experiencing domestic abuse, homelessness or substance misuse. This will strengthen the project's prevention and provision approach by helping vulnerable individuals access the right support at the right time, reducing escalation, improving personal outcomes and supporting longer-term change.

There will also be additional 2 PCSOs and the introduction of 4 dedicated town centre Neighbourhood Safety Wardens with enhanced powers via the Community Safety Accreditation Scheme (CSAS). 2 new Neighbourhood Navigators will also be employed to provide 1-1 intense support to those with the most complex needs.

There will also be a new CCTV Operator which will proactively monitor town centre cameras, gather evidence and support teams on the ground.

Key Outcomes will be – Reduction in retail crime, increased perception of safety, increase in referrals to support services.

The pilot scheme will be funded from the Tees Valley Investment Zone programme, and will operate until March 2029.

|                             |                             |
|-----------------------------|-----------------------------|
| <b>Live date:</b>           | September 2026              |
| <b>Lifespan:</b>            | September 2026 – March 2029 |
| <b>Date of next review:</b> | September 2027              |

| Screening questions                                                                                                                        | Response                            |                          |                          | Evidence                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                            | No                                  | Yes                      | Uncertain                |                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Human Rights</b><br/>           Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*</p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Increased support and enforcement services in a town centre can have a positive impact on the human rights of visitors by helping to ensure that people are able to safely access and enjoy public spaces without fear of crime, anti-social behaviour, harassment, or intimidation. Evidence is based on planned approach analysis and analysis of schemes elsewhere. |

---

\* Consult the Impact Assessment further guidance for details on the issues covered by each of these broad questions prior to completion.

| Screening questions                                                                                                                                                                                                                                        | Response                                                      |                                                             |                                                             | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Equality</b><br/>           Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?*</p> | <p style="text-align: center;">x <input type="checkbox"/></p> | <p style="text-align: center;"><input type="checkbox"/></p> | <p style="text-align: center;"><input type="checkbox"/></p> | <p>The Equality Act 2010 requires that the impact of recommendations is considered as part of the decision-making process. The Act requires that the Council must have due regard to the need to:</p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.</li> <li>• Advance equality of opportunity between people who share a protected characteristic and those who do not.</li> <li>• Foster good relations between people who share a protected characteristic and those who do not.</li> </ul> <p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular the need to:</p> <ul style="list-style-type: none"> <li>• remove or minimise disadvantages</li> <li>• take steps to meet the needs of persons who share a relevant protected characteristic.</li> <li>• encourage persons who share a relevant protected characteristic to participate in public life.</li> </ul> <p>Increased support and enforcement services in a town centre can have a positive impact on this by helping to ensure that people are able to safely access and enjoy public spaces without fear of crime, anti-social behaviour, harassment, or intimidation. Evidence is based on planned approach analysis and analysis of schemes elsewhere.</p> |

| Screening questions                                                                                                                                                                                                                               | Response                   |                          |                          | Evidence                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Community cohesion</b><br/>           Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*</p>                                                       | x <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>Providing additional visible deterrent, support and enforcement capabilities within the area to raise public confidence and lower fear of crime and increase feelings of safety will positively effect Community cohesion. Evidence is based on planned approach analysis and analysis of schemes elsewhere.</p>                                                                                        |
| <p><b>Armed Forces</b><br/>           Could the decision impact negatively on those who are currently members of the armed forces of former members in the areas of Council delivered healthcare, compulsory education and housing policies?*</p> | x <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>Increased support and enforcement services in a town centre can have a positive impact on visitors including serving or former armed forces members by helping to ensure that people are able to safely access and enjoy public spaces without fear of crime, anti-social behaviour, harassment, or intimidation. Evidence is based on planned approach analysis and analysis of schemes elsewhere.</p> |

| Screening questions                                                                                                                                                                                                                                                                                     | Response                   |                          |                          | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Care leavers</b><br/>Could the decision impact negatively on those who are care experienced?*</p>                                                                                                                                                                                                 | x <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>Increased support and enforcement services in a town centre can have a positive impact on care leavers by helping to ensure that people are able to safely access and enjoy public spaces without fear of crime, anti-social behaviour, harassment, or intimidation. Data shows that care leavers are at greater risk of being the victims of crime. Evidence is based on planned approach analysis and analysis of schemes elsewhere.</p>                                  |
| <p><b>Reducing Poverty</b><br/>Could the decision impact negatively on the Council's ambitions to reduce poverty in the town?</p>                                                                                                                                                                       | x <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>Providing additional visible deterrent, support and enforcement capabilities within the area to raise public confidence and lower fear of crime and increase feelings of safety will positively effect efforts to reduce poverty. It is hoped that the approach will increase business and partner organisation confidence assisting the Councils aims to reduce poverty in the Town. Evidence is based on planned approach analysis and analysis of schemes elsewhere.</p> |
| <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>➤ If the answer to all of the above screening questions is No then the process is completed.</li> <li>➤ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</li> </ul> |                            |                          |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

Assessment completed by:

Adam Parkinson

Head of Service:

Marion Walker

**Date:**

18/06/2026

**Date**


18/06/2026



This page is intentionally left blank



# Data Protection Screening and Impact Assessment Form

|                        |                                     |                             |
|------------------------|-------------------------------------|-----------------------------|
| Decision/Project:      | Neighbourhoods Department Approach. | DPO to add DPIA #.          |
| Lead Officer:          | Adam Parkinson                      | Neighbourhood Manager North |
| Head of Service (IAO): | Marion Walker                       | Head of Neighbourhoods      |

 **Any new decision or project involving 'high risks' must have a 'Data Protection Impact Assessment' (DPIA) carried out on it BEFORE any personal data is used. The Council can be fined up to £8.7million if it does not complete a DPIA when one was required.**



## Step 1: Screening Questions

Does the decision/project use any information **relating to living people** who can be **identified directly** from that data or **can be indirectly identified** if that data was put together with other information? Yes

 **If the answer is 'No' then data protection laws do not apply – stop here** 

Do any of the following apply to this decision/project:

- Data used in this way with no changes **since before 31 May 2018**.
- Data use is **very similar** to an **existing DPIA** ADD MBC REFERENCE NUMBER.
- The **Law states** a DPIA is **not required** ADD WEBLINK TO SPECIFIC LAW.
- DPIA was done when **the Law** that supports the **data use was approved** ADD WEBLINK TO DPIA.

 **If the answer to any of the above is 'Yes' then a DPIA is not needed – stop here** 

**You must complete a DPIA if you answer 'YES' to any of these questions:**

- |                                                                                                                                   |     |
|-----------------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Large scale use of special category and/or criminal convictions or offences data.                                              | Yes |
| 2. Systematic monitoring of a publicly accessible area on a large scale.                                                          | No  |
| 3. Decisions based on automated decision-making (including profiling):                                                            |     |
| • About access to a product, service, opportunity or benefit, or                                                                  |     |
| • Involving special category data, or                                                                                             | No  |
| • With legal or similar significant effect, or                                                                                    |     |
| • With systematic and extensive evaluation with legal or other significant effects.                                               |     |
| 4. Any profiling of individuals on a large scale.                                                                                 | No  |
| 5. Combining, comparing or matching personal data obtained from multiple sources.                                                 | Yes |
| 6. Use of data that could jeopardise the physical health or safety of individuals if it were disclosed in a personal data breach. | Yes |

Step 1: Screening Questions

You should *consider* completing a DPIA if you answer ‘Yes’ to one of these questions.

You *must* complete a DPIA if you answer ‘Yes’ to two or more of these questions.

|                                                                                                                                                                                                                                                                     |     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 7. Evaluation or scoring, profiling or predicting, especially aspects about performance at work, economic situation, health, personal preferences or interests, reliability or behaviour, location or movements.                                                    | No  |
| 8. Observation, monitoring or control of individuals, including data collected through networks or a systematic monitoring of a publicly accessible area or tracking an individual’s geolocation or behaviour, including but not limited to the online environment. | No  |
| 9. Special category or criminal convictions or offence information use or anything that could increase the possible risk to the rights and freedoms of individuals – especially biometric or genetic data.                                                          | Yes |
| 10. Large scale use of any personal data either by number of individuals, volume, duration, or geographical extent.                                                                                                                                                 | Yes |
| 11. Information about vulnerable individuals including children, adults, employees where there is an imbalance of power with the organisation.                                                                                                                      | Yes |
| 12. Innovative use of or applying new technological or organisational solutions.                                                                                                                                                                                    | No  |
| 13. Preventing individuals from exercising a right or using a service or a contract as a result of use of their information.                                                                                                                                        | Yes |
| 14. Invisible processing where personal data that has not been obtained direct from the individuals and providing a privacy notice would prove impossible or involve disproportionate effort.                                                                       | No  |

Justification for not completing a DPIA (if applicable)

, the Information Asset Owner for this project, has reviewed the screening question responses, acknowledged that they indicated that a DPIA is required, but decided on CHOOSE DATE not to progress this because **none of the questions above in section 1 had a ‘yes’ answer.**



Send the form with completed screening questions to:

[dataprotection@middlesbrough.gov.uk](mailto:dataprotection@middlesbrough.gov.uk).

It will then be checked and advice provided on your responses.

**Only complete the rest of this DPIA if the Data Protection Officer advises it is needed.**

**Step 2: About the Decision/Project**

This decision/project will ADD TEXT HERE.

The data will be collected from the individuals, existing records, and other organisations.

Data will be collected by **Appropriate Partners**, used to **support and achieve the strategic aims of the Neighbourhood Department**, stored in **secure systems in line with the appropriate organisations policies and procedures**, and then deleted or anonymised in line with retention periods for **each organisation**.

All data items will be collected on an on-going basis.

Data will be shared with **Neighbourhood staff and partners** for the purposes of **the departments overarching strategic aims**.

The number of people affected may include 100,000+ within the area of Middlesbrough.

The individuals will be residents, business owners, and visitors of a service that they have some control over whether or not they receive or accept it. They will be able to refuse or withdraw consent, exercise GDPR rights, or contact to the DPO

It is believed that individuals would reasonably expect their data to be used in this way because it is accepted as part of service delivery.

The following groups may be affected by this data use:

- Children
- Employees
- Others in an imbalance of power i.e. Council decision-making power over a desired outcome.
- Mental health sufferer/reduced capacity
- Asylum seekers

Privacy concerns around this data use are not widespread. Security flaws relating to this data use are under regular review and controls adapted. The relevant approach/technology is CHOOSE AN ITEM.

The data use will achieve ADD TEXT HERE with the following benefits for the Council and more broadly: ADD TEXT HERE.

The National Data Opt-Out does not apply to this decision/project.

The Employee Protection Register is not affected by this decision/project.

Public consultation is not necessary. If relevant, consultation details, including by who and when responses were reviewed, if views were departed from, include: ADD TEXT HERE.

The following internal individuals or teams have been consulted as part of this assessment:

- Data Protection Officer
- ICT Services
- Legal Services
- HR Services
- Data Team
- CCTV Unit
- Staff Groups
- Trade Unions
- SMT/DMT/LMT
- Elected Members
- Suppliers
- ADD OTHERS

The data use will achieve the purpose. The alternatives to achieve the same outcome:

- Are cost prohibitive
- Fail to deliver the same outcomes
- Do not mitigate identified risks
- Conflict with legal/regulatory requirements

If data is transferred outside of the UK, by the Council or any supplier or their sub-contractors, it is sent to the following territories and protected with these measures:

| Data          | Territory     | Protection Measure |
|---------------|---------------|--------------------|
| ADD TEXT HERE | ADD TEXT HERE | CHOOSE AN ITEM     |
| ADD TEXT HERE | ADD TEXT HERE | CHOOSE AN ITEM     |
| ADD TEXT HERE | ADD TEXT HERE | CHOOSE AN ITEM     |

**Step 2: About the Decision/Project**

The purposes and lawful basis for the data uses are:

| <b>Purpose and Lawful Basis #1</b>           | <b>Purpose and Lawful Basis #2</b>           | <b>Purpose and Lawful Basis #3</b>           |
|----------------------------------------------|----------------------------------------------|----------------------------------------------|
| Purpose                                      | Purpose                                      | Purpose                                      |
| Personal Data                                | Personal Data                                | Personal Data                                |
| Special Category Data                        | Special Category Data                        | Special Category Data                        |
| Schedule 1 Condition                         | Schedule 1 Condition                         | Schedule 1 Condition                         |
| Criminal Convictions/Offences Data           | Criminal Convictions/Offences Data           | Criminal Convictions/Offences Data           |
| Schedule 1 Condition                         | Schedule 1 Condition                         | Schedule 1 Condition                         |
| Supporting legislation or statutory guidance | Supporting legislation or statutory guidance | Supporting legislation or statutory guidance |

Step 3: Risk Assessment and Controls

| List the risks and score them <b>with NO controls in place.</b>                                            |                    |                  |              | Set out the controls to reduce or eliminate risks and rescore them <b>with controls in place.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                    |                  |               |                   |
|------------------------------------------------------------------------------------------------------------|--------------------|------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|------------------|---------------|-------------------|
| Risk                                                                                                       | Likelihood of harm | Severity of harm | Overall risk | Options to reduce or eliminate risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Effect on risk | Likelihood of harm | Severity of harm | Residual risk | Measures approved |
| Inappropriate disclosure of personal data internally due to a lack of appropriate controls.                | Almost Certain (5) | Extreme (7)      | High (35)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Secure Working Policy<br><input checked="" type="checkbox"/> Incident Reporting and Management Procedure<br><input checked="" type="checkbox"/> Staff Vetting Practices<br><input checked="" type="checkbox"/> Physical and Environmental Security<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input checked="" type="checkbox"/> Device and Data Encryption<br><input checked="" type="checkbox"/> Mandatory System User Training<br><input checked="" type="checkbox"/> User Accounts and Passwords<br><input checked="" type="checkbox"/> System Profiles and Permissions<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor | Reduced        | Rare (1)           | Major (5)        | Low (5)       | Choose an item.   |
| Accidental loss of electronic equipment may lead to risk of disclosure of personal information.            | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Secure Working Policy<br><input checked="" type="checkbox"/> Agile and Home Working Policy<br><input checked="" type="checkbox"/> Incident Reporting and Management Procedure<br><input checked="" type="checkbox"/> User Accounts and Passwords<br><input checked="" type="checkbox"/> Data Backups<br><input checked="" type="checkbox"/> Device Blocking and Remote Erasure<br><input checked="" type="checkbox"/> Removable Media Prohibited                                                                                                                                                                                                                                                                                                                  | Reduced        | Rare (1)           | Major (5)        | Low (5)       | Choose an item.   |
| Breach of data held electronically due to a cyber-attack.                                                  | Almost Certain (5) | Extreme (7)      | High (35)    | <input checked="" type="checkbox"/> Secure Working Policy<br><input checked="" type="checkbox"/> Incident Reporting and Management Procedure<br><input checked="" type="checkbox"/> Mandatory Staff Cyber Security Training<br><input type="checkbox"/> ICT Technical Security and Protection Measures<br><input checked="" type="checkbox"/> Data Backups and Disaster Recover Plans<br><input checked="" type="checkbox"/> Business Continuity Plans<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                                                                                              | Reduced        | Rare (1)           | Extreme (7)      | Low (7)       | Choose an item.   |
| Vulnerable individuals or individuals affected by disclosure of special category or criminal offence data. | Almost Certain (5) | Extreme (7)      | High (35)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Secure Working Policy<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input checked="" type="checkbox"/> Device and Data Encryption<br><input type="checkbox"/> Security Classification Scheme (Protective Marking)<br><input checked="" type="checkbox"/> System Profiles and Permissions<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                                                                                                       | Reduced        | Rare (1)           | Extreme (7)      | Low (7)       | Choose an item.   |
| Information not anonymised effectively leading to personal data being disclosed.                           | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Management Policy<br><input checked="" type="checkbox"/> Data Standardisation Framework<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input checked="" type="checkbox"/> Data Minimisation Procedures<br><input checked="" type="checkbox"/> Information Sharing Agreement<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                                                                                                                                                                              | Reduced        | Rare (1)           | Major (5)        | Low (5)       | Choose an item.   |
| Sharing pseudonymised data leads to unauthorised reidentification and personal data breaches.              | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Management Policy<br><input checked="" type="checkbox"/> Data Standardisation Framework                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Reduced        | Rare (1)           | Major (5)        | Low (5)       | Choose an item.   |

Step 3: Risk Assessment and Controls

| List the risks and score them <b>with NO controls in place.</b>                                                                     |                    |                  |              | Set out the controls to reduce or eliminate risks and rescore them <b>with controls in place.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                    |                  |               |                   |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|------------------|---------------|-------------------|
| Risk                                                                                                                                | Likelihood of harm | Severity of harm | Overall risk | Options to reduce or eliminate risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Effect on risk | Likelihood of harm | Severity of harm | Residual risk | Measures approved |
|                                                                                                                                     |                    |                  |              | <input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input type="checkbox"/> Data Minimisation Procedures<br><input checked="" type="checkbox"/> Information Sharing Agreement<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                                                                                                                                      |                |                    |                  |               |                   |
| Personal data used in a manner or for purposes not anticipated by data subjects due to a change in the project.                     | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input type="checkbox"/> Privacy Notice<br><input type="checkbox"/> Data Protection Rights Procedure<br><input checked="" type="checkbox"/> Information Sharing Agreement<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                         | Reduced        | Unlikely (2)       | Moderate (3)     | Low (6)       | Choose an item.   |
| Sharing of personal data with other data controllers is not compliant or was not expected or reasonable to the individuals.         | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input type="checkbox"/> Privacy Notice<br><input type="checkbox"/> Data Protection Rights Procedure<br><input checked="" type="checkbox"/> Information Sharing Agreement                                                                                                                                                                                                                                                                                                                                         | Reduced        | Unlikely (2)       | Moderate (3)     | Low (6)       | Choose an item.   |
| Merging datasets may result in a data controller having far more information about individuals than anticipated by the individuals. | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Data Management Policy<br><input checked="" type="checkbox"/> Data Standardisation Framework<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input checked="" type="checkbox"/> Data Minimisation Procedures<br><input type="checkbox"/> Privacy Notice<br><input type="checkbox"/> Data Protection Rights Procedure<br><input checked="" type="checkbox"/> Information Sharing Agreement<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor | Reduced        | Possible (3)       | Moderate (3)     | Medium (9)    | Choose an item.   |
| Technology capable of making visual or audio recordings or location tracking may be unacceptably intrusive.                         | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Surveillance Policy<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input type="checkbox"/> CCTV Single Point of Contact Officer<br><input type="checkbox"/> DPIA for Surveillance Camera Systems<br><input type="checkbox"/> Mandatory System User Training<br><input type="checkbox"/> User Accounts and Passwords<br><input type="checkbox"/> System Profiles and Permissions<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor          | Reduced        | Possible (3)       | Moderate (3)     | Medium (9)    | Choose an item.   |
| Collection of data containing identifiers may prevent users from using a space or service anonymously.                              | Almost Certain (5) | Moderate (3)     | Medium (15)  | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Surveillance Policy<br><input type="checkbox"/> Data Protection by Design Process<br><input type="checkbox"/> Data Minimisation Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                 | Reduced        | Unlikely (2)       | Moderate (3)     | Low (6)       | Choose an item.   |
| Collection of unnecessary data if appropriate policies not in place, leading to unnecessary risks.                                  | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Data Management Policy<br><input checked="" type="checkbox"/> Data Standardisation Framework<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training                                                                                                                                                                                                                                                                                                                                                                                  | Reduced        | Unlikely (2)       | Moderate (3)     | Low (6)       | Choose an item.   |

Step 3: Risk Assessment and Controls

| List the risks and score them <b>with NO controls in place.</b>                                                      |                    |                  |              | Set out the controls to reduce or eliminate risks and rescore them <b>with controls in place.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                    |                  |               |                   |
|----------------------------------------------------------------------------------------------------------------------|--------------------|------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|------------------|---------------|-------------------|
| Risk                                                                                                                 | Likelihood of harm | Severity of harm | Overall risk | Options to reduce or eliminate risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Effect on risk | Likelihood of harm | Severity of harm | Residual risk | Measures approved |
|                                                                                                                      |                    |                  |              | <input type="checkbox"/> Data Protection by Design Process<br><input type="checkbox"/> Data Minimisation Procedures<br><input type="checkbox"/> Privacy Notice<br><input type="checkbox"/> Data Protection Rights Procedure<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                             |                |                    |                  |               |                   |
| Data quality is poor leading to misidentification, decisions, service errors or failures, or personal data breaches. | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Records Management Policy<br><input checked="" type="checkbox"/> Data Management Policy<br><input checked="" type="checkbox"/> Data Standardisation Framework<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input type="checkbox"/> Quality Audit Procedure for Business Processes<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor | Reduced        | Possible (3)       | Moderate (3)     | Medium (9)    | Choose an item.   |
| Data may be kept longer than required in the absence of appropriate policies or procedures.                          | Almost Certain (5) | Moderate (3)     | Medium (15)  | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Records Management Policy<br><input checked="" type="checkbox"/> Records Retention and Disposal Schedules<br><input checked="" type="checkbox"/> Records Manager Advice<br><input checked="" type="checkbox"/> Records Management Audit Programme<br><input type="checkbox"/> System Records Retention and Disposal Procedures<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor        | Reduced        | Unlikely (2)       | Moderate (3)     | Low (6)       | Choose an item.   |
| Data may be stored in a legacy system that is still in current use or may not be disposed of at the proper time.     | Almost Certain (5) | Moderate (3)     | Medium (15)  | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Records Management Policy<br><input checked="" type="checkbox"/> Records Retention and Disposal Schedules<br><input checked="" type="checkbox"/> Records Management Audit Programme<br><input checked="" type="checkbox"/> Data Migration Plan<br><input type="checkbox"/> Records Digitisation Plan<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                  | Reduced        | Unlikely (2)       | Moderate (3)     | Low (6)       | Choose an item.   |
| Inability to exercise rights (including but not limited to privacy rights).                                          | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input checked="" type="checkbox"/> Data Protection Officer<br><input checked="" type="checkbox"/> Publication of Rights and Contact Information<br><input type="checkbox"/> Privacy Notice<br><input type="checkbox"/> Data Protection Rights Procedure<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                     | Reduced        | Rare (1)           | Major (5)        | Low (5)       | Choose an item.   |
| Financial loss or other significant economic or social disadvantage                                                  | Almost Certain (5) | Major (5)        | High (25)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Incident Reporting and Management Procedure<br><input checked="" type="checkbox"/> Data Protection Officer<br><input checked="" type="checkbox"/> Publication of Rights and Contact Information<br><input type="checkbox"/> Privacy Notice<br><input type="checkbox"/> Equalities Impact Assessment<br><input type="checkbox"/> Quality Audit Procedure for Business Processes                                                                                        | Reduced        | Possible (3)       | Moderate (3)     | Medium (9)    | Choose an item.   |

Step 3: Risk Assessment and Controls

| List the risks and score them <b>with NO controls in place.</b>                                                                                            |                    |                  |              | Set out the controls to reduce or eliminate risks and rescore them <b>with controls in place.</b>                                                                                                                                                                                                                                                                                                                                                                                    |                |                    |                  |               |                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|------------------|---------------|-------------------|
| Risk                                                                                                                                                       | Likelihood of harm | Severity of harm | Overall risk | Options to reduce or eliminate risk                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Effect on risk | Likelihood of harm | Severity of harm | Residual risk | Measures approved |
| Data may be transferred to countries with inadequate data protection regimes.                                                                              | Possible (3)       | Extreme (7)      | High (21)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input type="checkbox"/> Data Transfer Impact Assessment<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                                               | Reduced        | Rare (1)           | Moderate (3)     | Low (3)       | Choose an item.   |
| Incorrect understanding and implementation of information governance laws by services and partners leading to non-compliance or services/project failures. | Almost Certain (5) | Extreme (7)      | High (35)    | <input checked="" type="checkbox"/> Data Protection Policy<br><input checked="" type="checkbox"/> Mandatory Staff Data Protection and Security Training<br><input type="checkbox"/> Consultation with Subject Matter Experts<br><input type="checkbox"/> Data Protection by Design Process<br><input type="checkbox"/> Information Sharing Agreement<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor | Reduced        | Unlikely (2)       | Minor (2)        | Low (4)       | Choose an item.   |
| Data processors fail to comply with legislation, contract specifications, or go outside of processing instructions.                                        | Almost Certain (5) | Major (5)        | High (25)    | <input type="checkbox"/> Data Protection by Design Process<br><input type="checkbox"/> Compliance Checks on Contracts<br><input type="checkbox"/> Data Processor Agreement with Contractor                                                                                                                                                                                                                                                                                           | Reduced        | Rare (1)           | Minor (2)        | Low (2)       | Choose an item.   |
| Data is not extractable from system during de-commissioning and is unavailable in line with retention periods                                              | Almost Certain (5) | Extreme (7)      | High (35)    | <input type="checkbox"/> Consultation with Subject Matter Experts<br><input type="checkbox"/> Data Protection by Design Process<br><input type="checkbox"/> Data Migration Plan<br><input type="checkbox"/> Records Digitisation Plan<br><input type="checkbox"/> Data Migration Plan<br><input type="checkbox"/> Records Digitisation Plan                                                                                                                                          | Reduced        | Rare (1)           | Minor (2)        | Low (2)       | Choose an item.   |

#### Step 4: Sign-off and Outcomes

CHOOSE AN ITEM gave advice on this DPIA on CHOOSE DATE which included ADD TEXT HERE.

The Data Protection advice was accepted by **Adam Parkinson** on 22/10/2025.

If applicable, the advice was partially/wholly rejected because ADD TEXT HERE.

ADD TEXT HERE, the System Owner for this decision/project, has reviewed the contents of the assessment on 22/10/2025 and undertaken to ensure that all outstanding risk controls are implemented **before** the data use begins.

**Marion Walker**, the responsible officer for this decision/project, will review this assessment by 23/10/2025.

#### Next Section for Strategy Information and Governance Service use only.

CHOOSE AN ITEM reviewed this assessment on CHOOSE DATE and accepted the residual risks identified.

Additional notes: ADD TEXT HERE

**If any residual 'high' risk is accepted, you must inform the Data Protection Officer who is required by law to report this assessment for consideration by the Information Commissioner's Office who can take 8 to 14 weeks to respond.**

The following appendices should be considered alongside this assessment:

ADD TEXT HERE

This page is intentionally left blank