

EXECUTIVE

Date: Tuesday 16th March, 2021
Time: 1.00 pm
Venue: Virtual Meeting

AGENDA

Please note: this is a virtual meeting.

The meeting will be live-streamed via the Council's Youtube channel at 1.00 pm on Tuesday 16th March, 2021
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1. Apologies for Absence
2. Declarations of Interest
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DEPUTY MAYOR AND LEAD MEMBER FOR CHILDREN'S SOCIAL CARE

6. Children's Services Improvement Programme: Overview of Progress November 2020 - February 2021 21 - 28
7. Corporate Parenting Strategy 29 - 80

EXECUTIVE MEMBER FOR ADULT SOCIAL CARE AND PUBLIC HEALTH

8. Acceptance of the Holiday Activities Fund 2021 Grant 81 - 84

EXECUTIVE MEMBER FOR COMMUNITIES AND EDUCATION

9. Teessaurus Park Improvements 85 - 88

EXECUTIVE MEMBER FOR ENVIRONMENT

10. Improve Recycling Rates and Participation across Middlesbrough 89 - 94

EXECUTIVE MEMBER FOR REGENERATION

- | | | |
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| 11. | Voluntary Registration of Land at The Avenue, Nunthorpe as a Village Green | 95 - 116 |
| 12. | Council Future Office Accommodation - Preferred Option (PART A) | 117 - 126 |
| 13. | Any other urgent items which in the opinion of the Chair, may be considered. | |
| 14. | Exclusion of the Press and Public | |
| | To consider passing a Resolution Pursuant to Section 100A(4) Part 1 of the Local Government Act 1972 excluding the press and public from the meeting during consideration of the following item on the grounds that if present there would be disclosure to them of exempt information falling within paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information. | |
| 15. | EXEMPT Council Future Office Accommodation - Preferred Option (PART B) | 127 - 136 |

Charlotte Benjamin
Director of Legal and Governance Services

Town Hall
Middlesbrough
Monday 8 March 2021

MEMBERSHIP

Mayor A Preston (Chair) and Councillors D Davison, A High, C Hobson, D McCabe, M Smiles and A Waters

Assistance in accessing information

Should you have any queries on accessing the Agenda and associated information please contact Chris Lunn / Georgina Moore, 01642 729742 / 01642 729711, chris_lunn@middlesbrough.gov.uk / georgina_moore@middlesbrough.gov.uk

EXECUTIVE

A meeting of the Executive was held on Tuesday 9 February 2021.

PRESENT: Mayor A Preston (The Mayor) (Chair) and Councillors D Davison, A High, C Hobson, D McCabe, M Smiles and A Waters

PRESENT BY INVITATION: Councillors J Rathmell and J Thompson

OFFICERS: C Benjamin, C Breheny, R Horniman, C Lunn, S Reynolds and I Wright

20/101 **DECLARATIONS OF INTEREST**

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

20/102 **ADVICE OF MONITORING OFFICER - CALL-IN OF EXECUTIVE DECISION (NUNTHORPE GRANGE FARM - DISPOSAL)**

The Monitoring Officer submitted a report for the Executive's consideration. The purpose of the report was to provide details of the advice that had been given to the Overview and Scrutiny Board, on 29 January 2021, at its Call-in meeting regarding the Executive decision that had been taken in respect of Nunthorpe Grange Farm.

The Monitoring Officer had been requested by the Council's Overview and Scrutiny Board to advise whether the decision in respect of Nunthorpe Grange Farm, which had been taken by the Executive on 24 November 2020, 'materially departed from the Budget and Policy Framework'.

The findings and conclusions of the Monitoring Officer were outlined, in detail, in the submitted report, and a verbal summary was provided to the Executive Members.

The advice stated that the Executive decision had not been a departure from the Council's Budget and Policy Framework.

ORDERED

That the information contained in the report be noted.

20/103 **OVERVIEW AND SCRUTINY BOARD - CALL-IN REFERRAL**

The Chair of the Overview and Scrutiny Board submitted a report for the Executive's consideration. Following the Overview and Scrutiny Board Call-in meetings, held on 18 December 2020 and 29 January 2021, the Board had agreed to refer the Executive's decision of 24 November 2020 (Nunthorpe Grange Farm - Disposal - Church Lane) back for reconsideration.

The Board had determined that the decision taken required reconsideration on the grounds that there had been a lack of consultation and the Executive had received inadequate information on which to base its decision.

To assist the Executive, the Board proposed:

1. That alternative uses for the site be explored, such as community uses, that would be of benefit to a greater number of residents within the area by not restricting use for/to a particular purpose/group.
2. That further consideration be given as to whether best value for money had been achieved, or whether enhanced consultation and an open tender exercise could generate additional interest/alternative proposals.

The Executive Members considered and subsequently voted upon the recommendations.

ORDERED

1. That the recommendations put forward by the Overview and Scrutiny Board be noted but not endorsed.
2. That the initial decision taken by the Executive on 24 November 2020, i.e. to dispose of the Nunthorpe Grange Farm site, be implemented with immediate effect.
3. That a written response be provided to the Overview and Scrutiny Board, outlining the reasons for the Executive's decision.

REASONS

As per the Council's Scrutiny Call-in protocol, the Executive was required to have regard of any recommendations made as part of a Call-in meeting.

EXECUTIVE

A meeting of the Executive was held on Tuesday 16 February 2021.

PRESENT: A Preston (The Mayor) (Chair), Councillors D Davison, A High, C Hobson, D McCabe, M Smiles and A Waters.

PRESENT BY INVITATION: Councillors A Hellaoui, J Platt and J Thompson.

OFFICERS: S Bonner, G Cooper, R Horniman, A Hoy, A Humble, L Kelly, C Lunn, G Moore, S Reynolds, E Scollay and I Wright.

20/104 **DECLARATIONS OF INTEREST**

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

20/105 **MINUTES - EXECUTIVE - 19 JANUARY 2021**

The minutes of the Executive meeting held on 19 January 2021 were submitted and approved as a correct record.

20/106 **STRATEGIC PLAN 2021-24**

The Elected Mayor and the Chief Executive submitted a report for the Executive's consideration. Prior to consideration by Full Council on 24 February 2021, the purpose of report was to seek the Executive's endorsement of the proposed revised Strategic Plan for the period 2021-24.

On 16 December 2020, Full Council had agreed to retain the three simple and interrelated corporate strategic aims of People, Place and Business. Those were well-understood and remained responsive to the long-term issues facing Middlesbrough and to political direction. Full Council had also agreed to consult the public and other stakeholders on a set of nine revised strategic priorities to provide a greater focus for the remainder of the Mayor's term. The consultation ran between 17 December 2020 and 31 January 2021.

The proposed strategic priorities all received the majority support of respondents, as set out at the table contained at paragraph 14.

Appendix 1 of the submitted report set out a proposed revised Strategic Plan for the 2021-24 period. The plan now included:

- an introduction from the Mayor of Middlesbrough and the Chief Executive;
- the Council's strategic aims and its corporate values;
- progress to date;
- strategic priorities for 2021-24;
- delivery and outcomes; and
- further information.

Other matters previously outlined in the plan would be set out in a range of Directorate Plans to be developed for 2021/22.

OPTIONS

It was imperative that the Council effectively articulated and communicated an overarching plan to direct activity across Directorates towards the achievement of its strategic priorities.

The only other realistic potential decision would have been to leave the Council's strategic objectives unchanged on the assumption that they were sufficiently flexible to accommodate responses to COVID-19 and other issues affecting the Council during 2020. However, that was not correct and neither would it have represented an

appropriate response to COVID-19, which would clearly impact local communities and the business of the Council for some years ahead.

The only other feasible decisions therefore related to the structure of the document, and its horizon (i.e. reverting to an annual plan). It was strongly in the Council's interest to plan over the medium-term, in line with the indicative budgets over the period outlined by the Government. The proposed document achieved that while providing an appropriate level of detail for all audiences on the Council's planned activity over the period.

ORDERED

That the proposed Strategic Plan for 2021-24 be endorsed.

REASONS

To enable Full Council to consider a Strategic Plan for the 2021-24 period at its meeting of 24 February 2021 that responded to impacts of the COVID-19 pandemic and other significant changes to the Council's operating environment arising in the past year.

20/107

STRATEGIC PLAN 2020-23 - PROGRESS AT QUARTER THREE 2020/21

The Mayor and the Chief Executive submitted a report for the Executive's consideration. The purpose of the report was to provide the necessary information to enable the Executive to discharge its performance management responsibilities, setting out:

- a progress update against the 2020-23 Strategic Plan, summarising the actual and likely future impact of the COVID-19 pandemic on the Council's strategic objectives, where they were known at that stage;
- an update on the Council's Strategic Risk Register; and
- actions that the Council had taken and planned to take to address the issues raised.

The financial projections for Quarter Three were presented separately at the same meeting of the Executive. However, where performance had a significant impact on financial performance that was highlighted across both reports.

Paragraphs 12 to 60 set out in brief the key headlines from Quarter Three relating to the Council's current strategic priorities, including where available current estimates of the impact of COVID-19 and future plans.

ORDERED

1. **That the progress made in implementing the Council's Strategic Plan 2020-23 in Quarter Three 2020-21 and the ongoing and likely future impact of COVID-19 on strategic objectives, where they were known at that stage, be noted.**
2. **That in light of the above, the Council's updated Strategic Risk Register, at Appendix 1, be noted.**

REASONS

To enable the effective management of performance and risk in line with the Council's Local Code of Corporate Governance.

20/108

REVENUE BUDGET, COUNCIL TAX, MEDIUM TERM FINANCIAL PLAN AND CAPITAL STRATEGY 2021/22

The Elected Mayor and the Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to present the recommended Revenue Budget of £116,492,035, Council Tax increase of 2.75% (paragraphs 71 to 89), and Capital Strategy Report for 2021/2022 (paragraphs 125 to 136). Attached to the report were a number of appendices, which were listed at the end of the report.

Following on from the previous report, presented to Council on 16 December 2020, the report also provided a refreshed Medium Term Financial Plan (MTFP) for the period 2021/22 to

2023/24 to reflect the 2021/22 Local Government Finance Settlement (paragraphs 23 to 34).

The Medium Term Financial Plan update in the report was integrated with the £149.1 million Investment Strategy for Middlesbrough for the period to 2023/24, supported by £83.7 million of the Council's own resources. The updated Investment Strategy was shown in Appendix 5 of the submitted report.

The budget continued to support the Mayor's commitment to invest in Middlesbrough and transform service delivery for residents. It was intended that through the strategy the Council could achieve the challenging financial targets faced in the Medium Term Financial Plan period whilst ensuring that there was a minimum impact on the level of service delivered to the public.

ORDERED

1. That the following be endorsed:

- **The proposed budget strategy for 2021/22 as set out in paragraphs 35 to 70, and the proposed budget efficiency savings for 2021/22 (Appendix 1).**
 - **The budget requirement for 2021/22 to be set at £116,492,035 as detailed in Appendix 2.**
 - **Having taken into account the matters set out in Section 32 of the Local Government Act 1992 and the items set out within the report, the basic amount of Council Tax (Band D) for 2021/22 be £1,757.67 being a 1.99% increase in general Council Tax and an annual precept of 0.76% for Adult Social Care which had been continued by the Government to contribute towards the shortfall of funding for adult social care. In total that represented an increase of 2.75% in the basic amount of Council Tax for the whole of the Borough.**
 - **The actual amount of Council Tax (Band D) for areas without parish precepts (excluding Fire and Police) be set at £1,757.11.**
 - **The actual amount of Council Tax (Band D) for areas with parish precepts (excluding Fire and Police) be set at :-**
 - **Nunthorpe Parish** **£1,761.41**
 - **Stainton and Thornton Parish** **£1,766.42**
 - **The amounts of Council Tax for each category of dwelling be set in accordance with table 4 of Appendix 4 within the report.**
 - **The updated Investment Strategy for the period to 2023/24 as outlined in paragraphs 120 to 124 and detailed in Appendix 5.**
 - **The Capital Strategy Report (Prudential indicators, Investment Strategy and Minimum Revenue Provision) 2021/22 as outlined in paragraphs 125 to 136 and detailed in Appendix 6, and the Authorised Limit for external borrowing of £315 million for the Council for 2021/22 as set out in paragraph 135.**
- ### **2. That the following be noted:**
- **The refreshed Medium Term Financial Plan position for 21-24 set out in the report in paragraphs 90 to 119.**

REASONS

To enable the Council to meet its statutory responsibility to set a balanced revenue budget for the financial year 2021/22 and to ensure that a proper framework was in place for the medium term financial management of the Council.

20/109

REVENUE AND CAPITAL BUDGET - PROJECTED OUTTURN POSITION AS AT QUARTER THREE 2020/21

The Executive Member for Finance and Governance and the Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to provide an overview

of the Council's financial position at Quarter Three 2020/21, including the projected effect of Covid-19 on the Council's finances.

As reported in previous reports, the Covid-19 pandemic was having a significant impact on the Council's financial position. Covid-19 financial pressures were being monitored separately from the normal non-Covid-19 financial position, and those were reported separately in paragraphs 44 to 72 of the submitted report.

The 2020/21 Revenue budget for the Council was £116,397,000. A revised senior management structure within the Council was implemented during Quarter One and the financial position was reported against that new structure. The Council's outturn position for 2020/21 for non-Covid-19 elements was projected to be an underspend of £294,000 (-0.25%). The split by Directorate was shown in the table above paragraph 8 of the submitted report.

That when added to the estimated Covid-19 pressures of £3.090m, detailed in paragraphs 44 to 72, resulted in a total projected outturn pressure at year end 2020/21 of £2.796m. That was a reduction in the total projected outturn pressure of £1.609m from the £4.405m reported at Quarter Two. The overspend in 2020/21 would be covered by the General Fund Reserve as approved by Council on 2 September 2020.

The detail of the variances was set out in paragraphs 10 to 42 of the submitted report. At Quarter Three, 35 areas were projected to be spent +/- £150,000 of the agreed budget.

ORDERED

- 1. That the 2020/21 revenue budget Quarter Three total projected outturn of £2.796m, representing a £294,000 (-0.25%) underspend on non-Covid-19 elements, and the estimated financial effect of Covid-19 in 2020/21 of £3.090m be noted, and the proposed actions to address this.**
- 2. That the proposed use of the General Fund Reserve, as approved by Council on 2 September 2020, to fund the total projected overspend in 2020/21 be noted.**
- 3. That the proposed revenue budget virements over £150,000 (Appendix 1) be approved.**
- 4. That the 2020/21 capital budget Quarter Three predicted outturn of £45.195m against a budget of £50.363m be noted, and the proposed revised Investment Strategy to 2022/23 at Appendix 2 be approved.**

REASONS

To enable the effective management of finances, in line with the Council's Local Code of Corporate Governance, the Scheme of Delegation and agreed corporate financial regulations.

20/110

GRESHAM HOUSING PHASE 2 - LONG TERM LEASE

The Executive Member for Regeneration and the Director of Regeneration and Culture submitted a report for the Executive's consideration. The purpose of the report was to consider the proposed disposal of Phase 2 of the Council's land in the Gresham Regeneration Area to Thirteen Housing Group on a 999 year lease.

The Elected Mayor of Middlesbrough had an ambition to attract an additional four thousand people to live in the town centre in the next ten years. The establishment of a viable and vibrant city centre living concept would give confidence to occupiers, developers and investors that the town centre was a safe, comfortable and well managed place in which to enjoy living, learning/working and leisure time.

As reported in August 2019, the Executive had previously approved the sale of the remainder of the Gresham site (including three commercial properties on Linthorpe Road) to Teesside University to facilitate the development of a Student Village. The proposed sale would have generated a capital receipt for the Council.

The Council was subsequently informed that the University was withdrawing its offer for the site as a consequence of interest expressed by Thirteen Group to redevelop the whole of the Gresham site for residential housing and because the need for additional student

accommodation would be met by the completion of the Cornell development.

Thirteen confirmed their interest in securing the additional land at Gresham (excluding the three Linthorpe Road properties), which was to be sold to Teesside University as a Student Village, to complement their initial proposal and had submitted a Development Appraisal based on an 81 unit scheme of affordable homes and apartments. A site plan was attached as Appendix 1 of the submitted report.

From a valuation perspective, and with consideration of the factors set out in paragraph 16 of the submitted report, the proposal to dispose of the land for £NIL consideration was justified. As a result, the residual land value became negative - making the development of the site not feasible in pure market terms.

ORDERED

That the disposal of Phase 2 of the Gresham housing site to Thirteen Housing Group on a 999 year lease at nil consideration, for the reasons set out in the business case, be approved.

REASONS

The Elected Mayor of Middlesbrough had an ambition to attract an additional four thousand people to live in the town centre in the next ten years. The Mayor's ambition accorded with the priorities for Place, set out in the Strategic Plan 2020-23, which stated that the Council would build more town centre homes to boost businesses and increase vibrancy, while reducing the need to build on green space.

In addition, the Council's Strategic Housing Market Assessment (2016) identified a need for an additional 200 affordable homes per annum over the period 2016-34.

The development of Gresham would make a major contribution to Middlesbrough's regeneration ambitions. Those included:

- a) increasing developer confidence, acting as a catalyst to stimulate the Urban Living market;**
- b) enhancing the visual appeal of the town centre, which would contribute to an attractive place to live work and visit; and,**
- c) improving the vitality of the town centre, increasing occupancy and creating additional footfall as a result of additional people living in the town centre.**

20/111

MIDDLESBROUGH COUNCIL LOCAL IMPLEMENTATION PLAN (LIP)

The Executive Member for Regeneration and the Director of Regeneration and Culture submitted a report for the Executive's consideration. The purpose of the report was to seek approval of the draft Local Implementation Plan (LIP) and commence public consultation.

Under the devolved powers of the Tees Valley Combined Authority (TVCA), there was an expectation that each Local Authority within the region produced a LIP, in line with the Strategic Transport Plan (STP) produced by TVCA.

The LIP provided the local context and content as to how the local Highway Authority (Middlesbrough Council) planned to deliver local transport priorities and initiatives to ensure delivery of the overarching objectives of the STP.

The LIP also included both Mayoral and Strategic Plan objectives; identifying the proposals that would assist in achieving those objectives simultaneously.

The draft LIP had been prepared following the STP being approved, and Middlesbrough Council was keen to gain public opinion on its approach to ensuring that the area developed its transport network appropriately.

OPTIONS

None approval of the draft LIP - That had been rejected, as it had been developed following guidance of corporate and strategic objectives.

Approve the draft LIP without public consultation - That had been rejected as the Council was keen to understand the views of its stakeholders. That was imperative to ensure that the Council was delivering the right proposals for betterment of the local transport network.

ORDERED

That the draft LIP be approved and public consultation commence.

REASONS

The Council was required to produce a strategy document to identify how it would improve its transport network. The draft LIP had been produced by the Transport & Infrastructure team, under the guidance of TVCA's STP and both the Mayor's strategy and Council's Strategic Plan.

The LIP contained potentially contentious proposals, and it was required that it was approved by Executive prior to placing it within the public domain.

The Council was keen to gauge the views of its stakeholders prior to adopting the proposed methodology. As a result, approval was required from the Executive prior to commencing public consultation on inappropriate proposals.

20/112

RE-DESIGNATION OF NORTH ORMESBY SELECTIVE LANDLORD LICENSING - CONSULTATION RESPONSES AND APPROVAL TO PROCEED WITH THE RE-DESIGNATION

The Executive Member for Regeneration and the Director for Adult Social Care and Health Integration submitted a report for the Executive's consideration. The purpose of the report was to present and consider the outcome of the ten week public consultation and to recommend that the area of North Ormesby, shown in Appendix A of the submitted report, be re-designated for Selective Landlord Licensing.

An Executive decision was made on 1 September 2020 to commence consultation on the re-designation of a Selective Landlord Licensing Scheme in the North Ormesby Ward.

During the 10 week consultation the following were received:

- 7 telephone calls;
- 22 emails; and
- 60 proforma online responses.

The report attached at Appendix D of the submitted report showed a summary of the e-mail and telephone call responses.

In summary, the majority of the 29 email/telephone responses came from landlords/managing agents with 12 objecting to the scheme for a range of reasons including:

- the cost of the scheme/landlords should not be required to pay it;
- the Selective Landlord Licensing scheme was not effective;
- landlords did not see the expected outcomes;
- landlords did not get enough support from the Council; and
- good landlords were penalised for the behaviour of irresponsible landlords.

The document attached at Appendix E of the submitted report provided a full breakdown of the 60 proforma responses, which were received during the consultation process. An analysis of the 60 questionnaires showed they originated from:

- 3 business owners;
- 8 interested parties;
- 18 landlords in the proposed licensing zone; and
- 31 tenants/residents in the proposed licensing zone.

In summary, the tenant's proforma responses showed support for the scheme by stating that:

- Selective Landlord Licensing would tackle some of the issues in North Ormesby;
- they agreed with the proposed licence conditions, proposed programmes of inspections and the tenancy support arrangements;
- they agreed that properties were not maintained to a good standard; and
- they agreed that landlords behaved irresponsibly in the letting of their properties.

In summary, the landlord's proforma responses mostly stated objections to the scheme by stating:

- they disagreed that it would tackle issues in North Ormesby;
- 56% disagreed with the licence conditions;
- there was no clear indication of favour for the inspection programme;
- they supported the additional penalty for late payment of fees;
- there was no clear indication on whether landlords maintained their properties to a good standard; and
- 44% did not agree that the private rented sector was an issue.

Whilst all responses had been fully considered, and responded to, there had been two objections which had received significant consideration. Those were:

- The exclusion of the "Keepmoat" estate area of North Ormesby from the Scheme (see paragraphs 76 to 82); and
- The response from the National Residential Landlords Association (see paragraph 83).

OPTIONS

Other potential decisions were presented and rejected at the Executive meeting on 1 September.

Re-designate an amended area within the area of North Ormesby for Selective Licensing and request approval for consultation.

That was not recommended as the current area was considered to cover the locations with the highest density of rented properties in the ward as well as incorporating other factors such as potential displacement of tenants and anti-social behaviour.

Do not renew the Selective Landlord Licensing designation and carry out alternative interventions to replace of a formal scheme

Alternatives to Selective Licensing were considered in 2014 prior to the designation of the current Selective Licensing areas. Those courses of action had been considered and were explained in detail in paragraphs 49-64. Whilst selective landlord licensing was not intended to be indefinite, a shift to an alternative non-regulatory approach or only relying on traditional reactive enforcement tools was not considered appropriate to sustain outcomes or achieve the Council's objectives. Traditional interventions did not provide the level of engagement with landlords necessary for the desired improvements. Short-term proactive enforcement projects had only a limited impact and were not sustainable without significant investment from existing revenue budgets or grant funding. Selective landlord licensing delivered in a coordinated approach, working in partnership and utilising a wide range of powers was considered to be the most effective means of delivering the Council's objectives.

In considering the responses received to the consultation it was maintained that the recommended action to re-designate the Selective Landlord Licensing Scheme in North Ormesby was the most appropriate course. The area met the legal criteria for the designation of a selective landlord licensing scheme which was the most effective solution to improving management standards in the private rented sector.

ORDERED

That the results of the consultation and the statutory tests referred to in the report be considered and the re-designation of Selective Landlord Licensing within the proposed

area of North Ormesby ward (Appendix A) be approved.

REASONS

The North Ormesby area met the legal requirements for the designation Selective Landlord Licensing area and re-designation would require all privately rented properties within the identified boundaries, subject to statutory exemptions, to apply to be licensed for 18 up to five years and comply with the licence conditions. The Selective Landlord Licensing scheme in North Ormesby had resulted in improvements in the living and environmental conditions for those living in the area and contributed to reductions in antisocial behaviour.

The scheme would continue to ensure that property standards were maintained, antisocial behaviour issues related to tenants were reduced and managed and that landlords were held accountable for the costs of both licensing and the property management improvements. The existing Selective Landlord Licensing scheme designation was self-financing and, in line with the recommended changes to the scheme, the new designation would work in the same way.

The proposed fee of £745 (plus £20 for the Fit and Proper Person check) enabled the Council to ensure the scheme was self-financing, it was calculated on the staffing requirements for the administration and regulation of the selective landlord licensing scheme.

The current boundary for the Selective Landlord Licensing scheme was to be maintained to ensure complete coverage of the area in relation to improved housing standards, improving environmental conditions and reduction in crime and anti-social behaviour and to avoid any issues of displacement.

The re-designation would allow the continuation of the achievements the scheme had achieved to date, improving living and environmental conditions, reducing anti-social behaviour as set out in the Evaluation Report (see Appendix B of the submitted report).

20/113

FINAL REPORT OF THE ADULT SOCIAL CARE AND SERVICES SCRUTINY PANEL - PHYSICAL ACTIVITY FOR OLDER PEOPLE (AGED 65 PLUS) - SERVICE RESPONSE

The Adult Social Care and Services Scrutiny Panel had undertaken a review of Physical Activity for Older People (aged 65 plus). A copy of the full report was attached.

The scrutiny panel made twelve recommendations upon which a response was sought from the relevant service area. The Executive Member for Adult Social Care and Public Health submitted a service response to the recommendations of the Adult Social Care and Services Scrutiny Panel. A copy of the Action Plan was attached.

The Chair of the Adult Social Care and Services Scrutiny Panel presented the final report to the Executive. The Executive Member for Adult Social Care and Public Health presented the service response.

ORDERED

1. That the content of the Adult Social Care and Services Scrutiny Panel, on Physical Activity for Older People (aged 65 plus), be noted.
2. That the Action Plan, developed in response to the scrutiny panel's recommendations, be approved.

REASON

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

20/114

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

A Member commented that a case of the South African variant had been detected in

16 February 2021

Middlesbrough and residents of Marton and Coulby Newham were urged to get a test at the testing centre located at the Parkway Shopping Centre.

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

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EXECUTIVE

A meeting of the Executive was held on Friday 26 February 2021.

PRESENT: Mayor A Preston (Chair) and Councillors D Davison, A High, C Hobson, D McCabe, M Smiles and A Waters

PRESENT BY INVITATION: Councillors M Storey, C Cooke and A Hellaoui

OFFICERS: C Benjamin, S Bonner, B Carr, G Field, R Horniman, C Lunn, G Moore and I Wright

APOLOGIES FOR ABSENCE: Councillor J Thompson

20/115 **DECLARATIONS OF INTEREST**

Name of Member	Type of Interest	Item/Nature of Interest
Mayor A Preston	Non-Pecuniary	Future Development of Middlehaven/part-owner of company that owns properties in the general Middlehaven area.

20/116 **IMPROVING ALLEYWAYS BY TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR**

The Executive Member for Environment and the Director of Environment and Communities submitted a report for the Executive's consideration. The purpose of the report was to request additional funding of £400,000 to the wider development of CCTV in alleys and hot spot areas throughout Middlesbrough to reduce crime, antisocial behaviour and environmental crime. The report also proposed a change in approach to collection of fly tips and enforcement of offences across Middlesbrough via the introduction of an 'Environmental Enforcement Flying Squad', meaning fly tips would be investigated and removed in one pass by a dedicated team.

Crime and antisocial behaviour in Middlesbrough continued to be the highest in the whole of the Cleveland Police Force area. When looking at the actual number of incidents for the financial year 2019/20 and the year to date information for 2020/21, Middlesbrough was 11% higher than Stockton which was 2nd highest. The submitted report contained statistical information and data pertaining to recorded incidents in Middlesbrough.

The £400,000 planned to enable the installation of 100 cameras in key areas, which had been identified using an intelligence led approach based on recorded data held by Cleveland Police and the Local Authority.

In conjunction with the use of CCTV cameras the Council may explore giving residents individual bins and removing communal bins, for areas covered by back alleys. That would allow residents to take more control of their waste. A pilot scheme was at present underway in parts of North Ormesby. Following an examination of the results of the scheme, a wider approach may be implemented.

The proposed 'Environmental Enforcement Flying Squad' planned to enable the Council to improve the aesthetics of Middlesbrough and in turn improve quality of life

for residents who were blighted by such activity. That would mean fly tips would be investigated and removed in one pass by a dedicated team consisting of 8 personnel, 4x Neighbourhood Safety Wardens (Enforcement) trained on current legislation and able to bring prosecution, 4x Area Care Operatives to work alongside officers to assist clearing the fly-tip/rubbish and 4x bespoke caged vehicles.

The proposal planned to:

- improve public confidence;
- deter people from committing crime and antisocial behaviour via the presence of more CCTV; and
- ensure that fly tips were collected in a timely manner - in turn reducing the amount of time debris was left in the alleys, streets, walkways etc.

A discussion ensued and Members commented that before considering granting approval for funding of £400,000, there was a need to conduct a pilot scheme to establish the effectiveness of the proposal in reducing crime, antisocial behaviour and environmental crime. It was also identified that, following delivery of the pilot scheme, there was a requirement to evaluate the impact of the approach by analysing data and reporting outcomes to the Executive. Upon receiving that information, the Executive would then be in a position to make an informed decision regarding whether additional funding should be invested.

Members also commented that there was a need to:

- take a town-wide approach;
- introduce mobile cameras to enable flexibility/responsiveness when monitoring hot spot areas throughout Middlesbrough;
- ensure adequate staffing and resources; and
- identify the legal and cost implications of using facial and license plate recognition.

Members were in agreement that the recommendations detailed in the report should be amended to reflect the comments made.

OPTIONS

Continuing to do what the Council had always done

Data suggested that the current approach was not achieving the best possible results.

ORDERED

- 1. That funding of £50,000 be allocated to deliver a pilot scheme to introduce the wider development of CCTV in alleys and hot spot areas throughout Middlesbrough to reduce crime, antisocial behaviour and environmental crime.**
- 2. That following delivery of the pilot scheme, a report be presented to the Executive, evaluating the impact of the approach by analysing data and reporting outcomes.**
- 3. That the change in approach to collection of fly tips and enforcement of offences across Middlesbrough be noted, meaning fly tips would be investigated and removed in one pass by a dedicated team.**
- 4. That the pilot of replacing communal bins with individual bins in parts of North Ormesby and its potential for further use, if it was deemed successful, in other areas of the town be noted.**

REASONS

To enable the team to meet strategic and Mayoral priorities to tackle crime and Anti-Social Behaviour head on.

CCTV would enable the team to gather intelligence on the worst affected areas, increasing the opportunity of a successful prosecution of perpetrators.

The proposed approach would join-up environmental and enforcement teams and align to the locality working model.

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FUTURE DEVELOPMENT OF MIDDLEHAVEN

The Executive Member for Regeneration and the Director for Regeneration and Culture submitted a report for the Executive's consideration. The purpose of the report was to set out proposals for the future development of Middlehaven and the steps required to take it forward.

The different investments and developments emerging at Middlehaven had the opportunity to make a significant difference to the area, and to the economy, but needed to be planned in a coherent way. There was a danger of different schemes competing with each other, infrastructure requirements falling between the boundaries of different schemes, and the phasing of activity working against what the wider market could accommodate.

There was therefore a need to have a clear, up-to-date strategic masterplan for developing Middlehaven, and for capitalising on the financial opportunities currently available.

It was also necessary for the Council to work closely with the relevant development partner to be able to put the strategic masterplan into practice and ensure that the available funding opportunities were not missed.

The submitted report set out how the Council proposed to work in partnership with a strategic partner to develop the masterplan for Middlehaven, develop the necessary site infrastructure and move into the delivery phase on multiple projects.

The Council had worked closely with a company called BGEI on the Boho X project, following its appointment as Development Manager on the scheme in 2019. BGEI was an international property developer and construction company, specialising in bringing projects to fruition through strategic partnerships and investment. Operating in 27 countries, BGEI was currently leading on billion pound projects such as Airport City and Middlewood Locks in Manchester.

BGEI was originally procured via the NEPO503 Neutral Vendor Managed Service for Specialist Professional Services (NEPRO3) framework and there was the ability to extend that engagement beyond Boho X and into wider work at Middlehaven.

It was proposed that via the NEPRO 3 Framework, BGEI be formally procured as the strategic partner for Middlesbrough Council.

The boundary of the area proposed for the arrangement with BGEI had been identified in Appendix I of the submitted report.

The masterplan would be used to guide investment decisions, prioritise projects and manage timelines for utilising external funding. It was intended that BGEI would develop the masterplan, in conjunction with Council staff, to ensure that the transport infrastructure, public realm and heritage assets were built into it.

The Council had secured access to a number of funds, for a range of projects across Middlehaven.

A discussion ensued and Members expressed concern with regard to recommendation C, which referenced the reallocation of £3.9m of TVCA and Council resources being freed up from the Boho X budget into the wider development of Middlehaven, with a further £1.5m returned to the Council's Capital Programme. Members were in agreement that, prior to approving that allocation of such funding, further work/discussion was required to identify funding sources.

In response to a Member's comment querying whether the non-approval of recommendation C would impact on recommendation G (allocating up to £538,000 from the former Boho X funding to the stabilisation of the Captain Cook Pub), the Director Regeneration and Culture advised that alternative funding sources would be explored with the Director of Finance to ensure delivery.

Members were in agreement that approval should be granted for all of the proposed recommendations, with the exception of C. The Mayor abstained from voting on the report due to his non-pecuniary interest, which had been declared at the beginning of the meeting.

ORDERED

That the following be approved:

- a) **the appointment of BCEGI via NEPRO3 Framework as the Council's strategic partner at Middlehaven;**
- b) **the development of a masterplan to be brought back to Executive for endorsement;**
- d) **ring-fencing the income generated from Boho X to supporting the wider development of Middlehaven;**
- e) **accepting the Brownfield Housing Fund offer of £7.9m from TVCA, subject to final sign off by the Director of Finance;**
- f) **commencing the infrastructure works identified through the Brownfield Housing Fund;**
- g) **committing up to £538,000 funding to the stabilisation of the Captain Cook Pub.**

REASONS

The redevelopment of Middlehaven was key to the future economic growth of the town. The funding package identified to deliver the Council's aspirations at Middlehaven was starting to come to fruition, but needed to be applied to a coherent strategy and phasing plan and delivered in partnership with an organisation that was capable of taking it forward.

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

MIDDLESBROUGH COUNCIL

Report of:	Executive Director of Children’s Services: Sue Butcher Deputy Mayor and Lead Member for Children’s Social Care: Councillor Antony High
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Submitted to:	Executive - 16 March 2021
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Subject:	Children’s Services Improvement Programme: Overview of Progress November 2020 - February 2021.
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Summary

Proposed decision
That Executive approves the overview of the strategic and operational work undertaken between November 2020 and February 2021 in line with the Children’s Services Improvement Action Plan 2020/21.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Information and discussion	Yes as all wards are affected by the need to improve services for vulnerable children.	No	No

Contribution to delivery of the 2020-23 Strategic Plan		
People	Place	Business
We will contribute to promote the welfare of our children, young people and vulnerable adults and protect them from harm, abuse and neglect. We will transform children’s services to allow more		

¹ Remove for non-Executive reports

families to stay together where it is safe for them to do so and reduce the need for children to be looked after by us		
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Ward(s) affected
All wards affected as the need to improve services for children is across the whole of Middlesbrough

What is the purpose of this report?

1. To provide members of the Executive with an overview of the strategic and operational actions undertaken from November 2020 to February 2021 against the Children’s Services Action Plan 2020/21. It also sets out the context in which these actions have been carried out and that of delivering against the Children’s Services Improvement plan 2020/23. The overall aim is to improve outcomes for Middlesbrough’s vulnerable children, young people, families and carers.

Why does this report require a Member decision?

2. It is important that members have a line of sight into the improvement work being undertaken and the impact that it is having on family life in Middlesbrough. This will inform any challenges that they wish to make on the progress being made against the improvement plan and hold officers to account as appropriate.

Report Background

Context

3. This report covers the period from November 2020 to February 2021 i.e. from the time when Middlesbrough’s Children’s Commissioner Peter Dwyer carried out his virtual visit to gather information for his second report for the Minister until the beginning of the focus on reviewing and revising the action plan for year two of our improvement programme. It is not exhaustive but covers the most significant issues of our improvement work during the named period.
4. It is important to note that the work represented by this report has all been carried out in a COVID lock down period with the accompanying stresses and strains this brings to the families that we are working with but also to our workforce. The Children’s Services workforce have been and continue to work from home with virtual visits on an exception basis only. Our staff, indeed staff across the council are juggling home schooling and child care responsibilities and undoubtedly there has some effect on morale. There have been various exercises to lighten the ‘atmosphere’ particularly in the run up to Christmas and a virtual visit by the Chief Social Worker, Isabelle Trowler in February which has been described as inspirational. However, the feedback I am receiving is that in general terms most staff can’t wait to get back into the office.

Quality and Performance

5. One of the overarching themes in this period has been social workers' and social care workers' caseloads. This was highlighted in Ofsted's report following their monitoring visit in September 2020.
6. 'Caseloads are too high across the whole service, but particularly for newly qualified social workers, and for those in the assessment, safeguarding and care planning teams. High caseloads are having a demonstrable impact on the quality of social work practice for children, the throughput of children's cases, the timescales of work completed, management oversight, and the ability to embed learning from audits and training to social workers'.
7. This theme also featured in our Commissioner's report in November 2020, 'caseloads are too high and must be reduced' and although the minister agreed with his recommendation 'that there is sufficient confidence in the changes being made to indicate that this is not an LA where we should move quickly to consider alternative delivery mechanisms' she specifically noted her concerns about out high caseloads.
8. Our response to reducing caseloads has been planned and proactive as rather than recruiting individual agency social workers and team managers we have chosen to commission 'managed teams' focusing on particular areas of demand with the aim of clearing any backlog, increasing timeliness and sharing best practice. In essence these teams should be working themselves of a job!
9. One of the managed teams, funded through an 'invest to save initiative' has been set up to bring children and young people back into Middlesbrough where they belong and to discharge care orders in specific circumstances but both only where it is safe and appropriate to do so. The original contract was for six months until December 2020 however the Council's Executive agreed that the contract could be extended for a maximum of two years subject to reviews on a quarterly basis. The team will continue to work with a rolling case load of 90 – 100 children and young people which will alleviate some of the pressure on the Looked After Children's teams and this alongside reducing the number of looked after children will slowly but robustly begin to reduce caseloads. To date this team has more than met its original invest to save target.
10. Two additional managed teams have been commissioned to be aligned to the Assessment Service for a six month period. Their focus is completing single assessments in a more timely manner and working proactively with children in need to prevent escalation and transfer of work to the Safeguarding and Care Planning service. In time this will reduce caseloads in both the Assessment Service and the Safeguarding and Planning Service. The work of all three teams will give our permanent workforce more scope to focus on compliance and improving practice across these services as a whole. The managed teams will also take more of a role in terms of sharing good practice across the services they are supporting. When the managed teams move on from Middlesbrough there will continue to be sufficient flexibility in the system as work for children and young people will be of a higher quality and progressed to permanence in a more child friendly timescale.
11. Futures for Families (FFF), Middlesbrough's edge of care service based on North Yorkshire Council's No Wrong Door principles went live in late August 2020 and has gone from strength to strength. As of 30th November the service has supported 47 young people with a projection of 120 young people in the first working year. FFF works well with the managed team seeking to bring young people back into

Middlesbrough as they can support this transition for example by a young person being placed with FFF's foster carer so they have space to re-engage with their families and communities.

12. The number of children looked after by Middlesbrough has fallen from an all-time high in August 2020 of 702 to 599 as of 24th February 2021. This is a major success as 103 children now do not have social work intervention in their lives however there remains a significant amount of work to do following on from this decrease such as reducing the number of children subject to child protection plans which is high at 662.
13. The Children with Disabilities (CWD) service moved to sit with the Special Educational Needs and Disabilities service in the Education and Partnerships directorate, approximately nine months ago with short term aim of creating a more inclusive service for CWD and a longer term aim of creating a 0 -25 service. Unfortunately the matrix management arrangements were not successful and audits did not evidence improving practice therefore the decision was taken to move the service back to the Children's social care area at least for the time being. Some longstanding 'acting-up' arrangements have been brought to an end and the service is now being reviewed to assess the impact that the service is having on keeping our most vulnerable children safe and to implement any appropriate actions.
14. Overseen by the Department of Education there remains an important focus on vulnerable children's attendance at school This involves using a bespoke decision making tool used to rag-rate any risk to vulnerable children not being in school and any additional COVID related risk. In addition work is taking place to devise a system for monitoring the educational attainment of vulnerable children and young people. Using the data, analysis and challenge will support us in closing the attainment gap. In general terms relationships with schools have improved by working through Covid but this must be built on as we go into recovery.
15. Care Leavers are a particularly vulnerable group of young people. Irrefutably, coronavirus, increases this vulnerability, because Care Leavers are frequently financially vulnerable and at significant risk of increased levels of anxiety and isolation. All decisions about Care Leavers' futures must be considered in the light of the pandemic and with the overriding objective of supporting them during this period and minimising any additional stress, which they are likely to suffer from e.g. less contact with significant people in their lives, feeling isolated and the resulting impact on their mental health and well-being. Additional Covid related funding has been accessed to provide care leavers with some of the items that as parents we would provide for our own children. 'Is it Good Enough for My Child?' Mark Riddell OBE the National Implementation Adviser for Care Leavers is advising Middlesbrough about how to improve our work with our Care Leavers.
16. At the current time there is considerable focus on rolling our Middlesbrough's social care Practice Model Children and Relationships First' and our Practice Standards. These will be reported on in more detail in the next update report.

Leadership and Management

17. The Children's Services '**Middlesbrough Children Matter**' website was launched on 27th November 2020 and has been well received by our Middlesbrough Children, our Children's Services workforce our corporate colleagues and our partners. The overarching aim is that this website will help us connect with Middlesbrough Children so we can then use it to evidence how much they matter to us. Our vision is **Showing**

Middlesbrough Children that they matter. The website address is <https://middlesbroughchildrenmatter.co.uk>

18. The Corporate Parenting Strategy was accepted at a meeting of the Corporate Parenting Board on 14th December. Workshops have taken place with partners from the Virtual School, Adoption Tees Valley (our Regional Adoption Agency), Commissioning and Legal Services, to develop the action plans to support roll out of the strategy. The strategy is to be presented to a meeting of the Executive for ratification. The Corporate Parenting Board will monitor the progress made against the action plans.
19. The Local Government Association has identified seven enabler for improvement in Children's Service and one of them is 'Engaging and Supporting the Workforce'. We know that there is a great deal of work to do in this area and it has been suggested that we should have started earlier. A Children's Workforce Development Strategy (2021-24) is being developed within a highly structured programme management framework with implementation planned for April 2021. The three themes at the core of our Workforce Development Strategy provide a clear strategic framework for driving improvement, innovation and impact for children; they are understanding our workforce needs, recruiting and retaining our workforce and developing and growing our workforce. In parallel with the development of the strategy, a Workforce Development Programme is overseeing the delivery of our current workforce development priorities supporting the delivery of Middlesbrough's new strategic plan and the improvement plan. The programme board is chaired by Rachel Farnham Director of Children's Care, with significant input from corporate colleagues.
20. The Youth Service tender process has now concluded and the successful providers; The Linx, The Junction and MFC Foundation have commenced their mobilisation process to be up and running ready to deliver services from 1st April 2021. An initial mobilisation meeting has been held separately with each of the three providers for updates on their progress, to answer any queries, check whether they need additional support from MBC and to confirm that they are all on track to meet the target date to start delivery. All providers have confirmed during the meetings that they will be ready to deliver on time and are currently recruiting staff if required and planning for delivery. The successful providers are collaborating with each other to co-ordinate delivery plans and referral criteria to ensure there is no duplication of services and that the youth offer is comprehensive. A key activity moving forwards is to map the full youth service offer across Middlesbrough and for this to be available and publicised on the Middlesbrough Children Matter website for young people to access.

Governance and Partnerships

21. As referred to above in January 2021 Minister Ford accepted our Commissioner's recommendation that Middlesbrough Council continues to be best placed to deliver its children's services. Since that time the commissioner has stepped back from his involvement with Middlesbrough although he will return in May 2021 to gather information for his final report to the minister. The Commissioner's review was combined with a DfE review which will take place separately on a six monthly basis going forward. The DfE has now commissioned an Improvement Adviser called Stuart Smith. Stuart has held several DCS positions the most recent of them being in Calderdale where he was responsible for a successful Children's Service's improvement programme. Stuart is a member of our improvement board and meets regularly with senior leaders.

22. Ofsted were due to carry out a focussed visit with us before the end of March 2021 but as they did not undertake any visits in January because of lockdown Rachel Holden our senior HMI has indicated that the visit will be after March date. However, we continue to prepare for a visit which in reality might take place at any time.

23. The DCS has scheduled a meeting with every director across the council to look at the interdependencies between directorates. So far these discussions are leading to a stronger focus on locality working and the involvement of children and young people in town planning.

What decision is being asked for?

24. That Executive approves the overview of the strategic and operational work undertaken between November 2020 and February 2021 in line with the Children's Services Improvement Action Plan 2020/21.

Why is this being recommended?

25. It is crucial that members of the Executive have a line of sight into the strategic and operational work being undertaken in line with the Children's Services Improvement Action Plan 2020/21.

Other potential decisions and why these have not been recommended

26. No other potential decision at this time.

Impact of recommended decision

Legal

27. As this report does not ask for a decision but is written to give members of the Executive an overview of the work against the Children's Services improvement plan over the last four months there are no additional directly related legal implications. However, improving social work practice will improve compliance with The Children Act 1989, subsequent Children Act legislation and Working Together 2018

Financial

28. As this report does not ask for a decision but is written to give members of the Executive an overview of the work against the Children's Services improvement plan over the last four months there are no additional directly related financial implications. The improvement budget is reported to the monthly Multi-Agency Strategic Improvement Board.

Policy Framework

29. This decision does not have any impact of the council's policy framework.

Equality and Diversity

30. The improvement of children's services should not result in policies and practices that impact inequitably on individual or groups because they hold one or more protected characteristics.

31. Ensuring that services to children and families are effective and appropriate for all including those who hold one or more protected characteristics is a key responsibility for the service and will be monitored at all times as part of the improvement journey.

Risk

32. Risks in relation to the Improvement Plan are reported to the monthly Multi-Agency Strategic Improvement Board

Actions to be taken to implement the decision(s)

33. None however actions against the Improvement Plan are already taken place

Appendices

34. None

Background papers

35. No background papers were used in the preparation of this report.

Contact: Sue Butcher
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Report of:	Executive Director of Children’s Services: Sue Butcher Deputy Mayor and Lead Member for Children’s Social Care: Councillor Antony High
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Submitted to:	Executive - 16 March 2021
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Subject:	The Corporate Parenting Strategy
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Summary

Proposed decision
That Executive ratifies and supports the Corporate Parenting Strategy

Report for:	Key decision:	Confidential:	Is the report urgent?
Information	No	No	No

Contribution to delivery of the 2020-23 Strategic Plan		
People	Place	Business
<p>We will contribute to promote the welfare of our children, young people and vulnerable adults and protect them from harm, abuse and neglect.</p> <p>We will transform children’s services to allow more families to stay together where it is safe for them to do so and reduce the need for children to be looked after by us</p>		

Ward(s) affected
All wards affected but not directly.

What is the purpose of this report?

1. The purpose of this report is to ask Executive to ratify and support the Corporate Parenting Strategy

Why does this report require a Member decision?

2. The Corporate Parenting Strategy was accepted by the Corporate Parenting Board (CPB) in December 2020. However, the CPB does not have any decisions making powers so the strategy is being brought to Executive for ratification and support with particular regard to the role of members as corporate parents.

Report Background

3. The Corporate Parenting Strategy sets out the vision and action plan for how the Council and our partners will support children and young people who are in our care, and our care leavers, to achieve the best possible outcomes in their lives. Transforming our approach to corporate parenting is a key priority for the Council as part of our wider improvement programme across our whole system of support for children and young people in Middlesbrough. Our progress in delivering positive change for children in care and care leavers is a particular focus for our Strategic Multi-Agency Improvement Board, with support and challenge from our colleagues in DfE and Ofsted.
4. At a time when all children and young people face huge personal, social, economic and environmental challenges and opportunities, we know that children in care and care leavers can face significant additional obstacles as they grow up and move towards independence and adult life. We also know from experience that with the right support, encouragement, love and nurturing, that children who have come through our care system will make a unique and invaluable contribution to all aspects of society, our culture, our economy and our communities. It is the responsibility of corporate parents to create the conditions for these vulnerable children and young people to thrive and excel in their lives.
5. In order to most efficiently and effectively coordinate our activity, the Corporate Parenting strategy has been combined with our 'Permanency' and 'Sufficiency' plans for children and young people. This reflects the strong belief that improvements to social work practice are central to driving more effective strategic commissioning of placements. We are confident that the delivery of the priorities set out in the strategy will deliver progressively improving outcomes for children in care and care leavers. It is our ambition that an increasingly cost-effective system of support will enable us to refocus our resources towards early help and prevention for children and young people on the edge of care. Within this context, our Corporate Parenting strategy is critically aligned with the Futures for Families Programme in Middlesbrough (part-funded by the Department for Education).
6. The strategy is directly informed and shaped by the active involvement of local children and young people who have contributed their views and ideas based on their personal experiences, their aspirations and ambitions. This includes outputs from the work undertaken by our partnership with the innovative national Care Leaders' organisation to develop our vision 'Middlesbrough Children Matter'. This has directly influenced our principles and priorities. Importantly, the governance and performance management arrangements for corporate parenting will ensure that children and young people will be engaged with the ongoing monitoring of our performance and will be persistently challenging the Council and our partners to deliver on the priorities we have agreed.

What decision(s) are being asked for?

7. That the Executive ratifies and supports the Corporate Parenting Strategy

Why is this being recommended?

8. Devising and implementing the Corporate Parenting Strategy and subsequently evidencing its impact is a fundamental part of delivering Middlesbrough's Children's Services improvement plan and therefore improving outcomes for our Children who are looked after (CLA). There is a clear expectation that whenever a decision is made the question is asked 'Is good enough for my Child?'
9. CLA will not achieve permanence i.e. move to their forever homes in as timely a way as possible. This will increase the number of CLA and Children's Services will be perpetuating the poor practice that was at the centre of the Ofsted rating of inadequate in December 2019.
10. There will not be a plan to ensure that children can be cared for in placements that meets their needs. This will impact on the availability of placements. This will affect planning for CLA, which will adversely affect their outcomes.
11. The number of CLA will rise which adversely impacts on children and council resources.

Other potential decisions and why these have not been recommended

12. If the strategy is not ratified by Executive then there would not be a strategic overview of the work with Children who are Looked After and Care Leavers. This may leave them vulnerable and impact on their life chances.

Impact(s) of recommended decision(s)

Legal

13. The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences for children in care, and care leavers. Under the Children Act 2004, local authorities have a duty to promote cooperation between 'relevant partners', including the police, the NHS and education providers, while those partners have a duty to cooperate with the local authority in turn. Guidance on the Act highlights that corporate parenting is a 'task that must be shared by the whole local authority and partner.
14. There is also an expectation from the Department of Education that Sufficiency Strategies are published on a council website. This will be done on the Children's Services' Middlesbrough Children Matter website if the strategy is ratified.

Financial

15. The report suggests that there are not any issues from a financial point of view. All of the demand figures in here indicate a long-term downward trend, which is consistent with our MTFP and budget strategy.

Policy Framework

16. The report aligns with the policy framework and the Children's Services Improvement Plan

Equality and Diversity

17. Although Children Looked After and Care Leavers are not protected groups they council has a significant responsibility towards them as their corporate parent.

Risk

18. If the strategy is not ratified it will adversely affect the Children's Services' progress against the Improvement Plan. This will be brought to the attention of the Department of Education and if the risk continues, it could ultimately lead to a decision that Middlesbrough loses control of its Children's Services.

Actions to be taken to implement the decision(s)

19. The actions are set out in the strategy and in the Improvement Plan, which is monitored by exception at the Multi-Agency Strategic Improvement Board.

Appendices

The Corporate parenting Strategy 2020-2023

Background papers

None

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A large, stylized heart graphic in the background, composed of overlapping circles in shades of purple, pink, and yellow. Inside the heart, two hands are shown in a supportive grip, one in white and one in light blue.

**OUR CORPORATE
PARENTING STRATEGY
FOR CHILDREN AND YOUNG
PEOPLE
IN MIDDLESBROUGH**

2020-2023



MIDDLESBROUGH
CHILDREN
MATTER

Our massive thanks to the children and young people from Middlesbrough who have contributed to the preparation of our Corporate Parenting Strategy, supported by our partners The Care Leaders.

We are especially grateful to the young people who have contributed some of their experiences, views and ideas that have directly informed our guiding principles within this strategy.

All of the young people involved have given their positive consent to their stories bring shared to support this important



middlesbroughchildrenmatter.co.uk

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A Comprehensive Evidence Summary Document of supporting data and information is available separately – please request via email from: corporateparentconsult@middlesbrough.gov.uk	

An Important Message About Language ...

Although much of the legal terminology refers to 'looked after' children, our children and young people in Middlesbrough have made it clear that many of them prefer to be referred to as 'children in care' – so this is the language that we have used throughout our Corporate Parenting strategy



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WELCOME TO OUR CORPORATE PARENTING STRATEGY

Welcome to our Corporate Parenting Strategy for Children and Young People in Middlesbrough. Our strategy sets out our vision and action plan for how the Council and our partners will support children and young people who are in our care, and our care leavers, to achieve the best possible outcomes in their lives. Transforming our approach to corporate parenting is a key priority for us as part of our wider improvement programme across our whole system of support for children and young people in Middlesbrough. Our progress in delivering positive change for children in care and care leavers will be a particular focus for our Strategic Multi-Agency Improvement Board, with support and challenge from our colleagues in DfE and Ofsted.

At a time when all children and young people face huge personal, social, economic and environmental challenges and opportunities, we know that children in care and care leavers can face significant additional obstacles as they grow up and move towards independence and adult life. We also know from experience that with the right support, encouragement, love and nurturing, that children who have come through our care system will make a unique and invaluable contribution to all aspects of society, our culture, our economy and our communities. It is our responsibility as corporate parents to create the conditions for these precious children and young people to thrive and excel in their lives.

In order to most efficiently and effectively coordinate our activity, we have combined our Corporate Parenting strategy with our 'Permanency' and 'Sufficiency' plans for children and young people. This reflects our strong belief that improvements to social work practice are central to driving more effective strategic commissioning of placements. We are confident that the delivery of the priorities set out in this strategy will deliver progressively improving outcomes for children in care and care leavers. It is our ambition that an increasingly cost-effective system of support will enable us to refocus our resources towards early help and prevention for children and young people on the edge of care. Within this context, our Corporate Parenting strategy is critically aligned with the Futures for Families Programme in Middlesbrough (part-funded by the Department for Education).

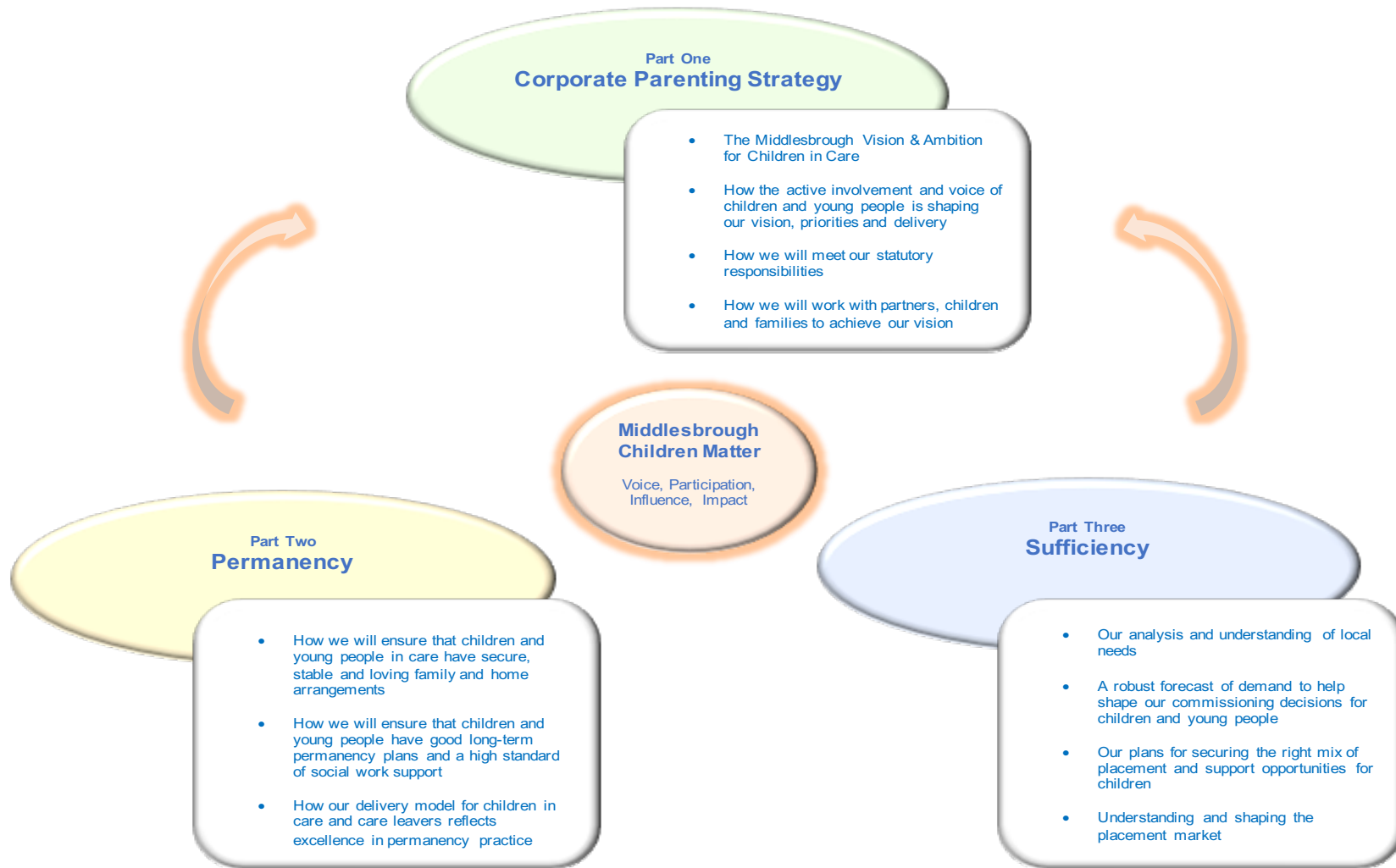
Our strategy is directly informed and shaped by the active involvement of local children and young people who have contributed their views and ideas based on their personal experiences, their aspirations and ambitions. This includes outputs from the work undertaken by our partnership with the innovative national Care Leaders organisation to develop our vision 'Middlesbrough Children Matter'. This has directly influenced our principles and priorities. Importantly, the governance and performance management arrangements for corporate parenting will ensure that children and young people will be engaged with the ongoing monitoring of our performance and will be persistently challenging the Council and our partners to deliver on the priorities we have agreed.

We are passionate and deeply committed to our children in care and our care leavers, and it is with great excitement and a profound sense of our personal accountability that we approach the delivery of this Corporate Parenting strategy for Middlesbrough. We are particularly grateful to DfE, Ofsted and our Improvement Partners including North Yorkshire Council who have been a source of support and inspiration for the content and approach we have adopted in our strategy document.

Signatories

<i>Cllr Antony High, Lead Member for Children's Social Care</i>
<i>Cllr Alma Hellaoui, Chair of Corporate Parenting Board</i>
<i>Sue Butcher, Executive Director of Children's Services</i>

OUR CORPORATE PARENTING STRATEGY – HOW IT WORKS



OUR GUIDING PRINCIPLES FOR CORPORATE PARENTING – DEVELOPED WITH YOUNG PEOPLE

The development of our Corporate Parenting strategy has included a programme of work to capture the most up-to-date voices, views and ideas of our children and young people. As well as influencing the content of our strategy, children and young people have shaped our decisions about how we will deliver our Corporate Parenting responsibilities. We have agreed with children and young people that all of our support for children in care and care leavers will respect a set of principles that reflect our shared values. The following principles have formed the basis of a consultation exercise with young people in Middlesbrough during the preparation of our Corporate Parenting strategy.



PARTICIPATION – THE VOICE OF OUR CHILDREN AND YOUNG PEOPLE

Our whole system of support for children and young people in Middlesbrough is moving through a process of change and transformation. The Council and our partners recognise that in order to achieve real and sustainable improvements for children and young people, that this will require us to take big and bold steps to strengthen the active involvement and participation of young people at every level. That is easily said, but to embed this approach will require a significant step-change, driven by people with the determination, skills, resources and support to drive this forward. This will include children, young people, frontline workers, our strategic leaders and elected members.

This means that we have to make it a key corporate and partnership priority to systematically capture the voice, experiences, views and ideas of children and young people on a continuous basis. We know that there is passionate commitment in Middlesbrough, from organisations and individuals that have the power to influence real change, to achieving this shift in our culture and practice. We are collectively committed to creating the conditions where we can evidence that children and young people are directly influencing the way we design, deliver and review the impact of our offer, across the whole system of support.

Our Participation Strategy, with support and challenge from our collaboration with innovative national influencers The Care Leaders (TCL) sets out how we are progressively moving towards realising our vision for outstanding voice, participation and influence that drives our whole system of support for children and young people in Middlesbrough.

How Children and Young People Influence Local Services in Middlesbrough



UNDERSTANDING CORPORATE PARENTING

Looking after and protecting children and young people is one of the most critically important jobs that we do in Middlesbrough Council. When a child or young person, for whatever reason, is not able to safely stay at home, it is up to us to step in and give them the care, support and stability that they deserve so that they feel safe and are able to thrive and meet their full potential.

Our ambition as corporate parents means that we are passionately committed to doing everything we can for every child and young person in our care, to give them the opportunities that other children and young people get. This covers everything from ensuring that they have a safe, happy and stable home environment, actively supporting their positive progress through education and learning, looking after their physical, mental and emotional health and wellbeing, and supporting them through a positive transition into adult life.

We are ambitious for the children in our care, encouraging them to dream big and take chances even if they don't feel like that's been an option in the past. We need to facilitate and empower our children in care to have a say in key decisions that affect their lives.

Page 39 Our responsibility and passion as corporate parents is also about the smaller things that make life more fulfilling. It's about making sure children receive birthday cards, are rewarded when they do well (and supported when they don't), that they get to take part in the activities they enjoy and have new experiences. It's about making sure someone's on the end of a phone when a care leaver is having a hard day at work or university, or is there to help them navigate an application form. It's about doing the things you would do for your own children.

The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences for children in care, and care leavers. Under the Children Act 2004, local authorities have a duty to promote cooperation between 'relevant partners', including the police, the NHS and education providers, while those partners have a duty to cooperate with the local authority in turn. Guidance on the Act highlights that corporate parenting is a 'task that must be shared by the whole local authority and partner agencies'.

Our formal collective responsibilities as corporate parents can be illustrated as three levels:



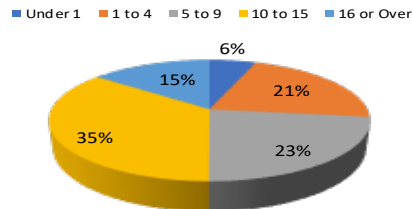
SOME KEY FACTS ABOUT OUR CHILDREN IN CARE

A snapshot of the some of the key characteristics of the current children and young people in our care offers some headlines from which we can develop our lines of enquiry in order to gain a deeper understanding and appreciation of the individual stories and experiences of each individual child and young person. This is the critical starting point for our permanency and sufficiency planning.

Numbers

Middlesbrough currently have 683 children in our care (as at Oct 2020). That is a rate of 208 (per 10,000 10-17 population). This places us amongst the highest regional and national ratings.

Children & Young People in Our Care (By Age, June 2020)

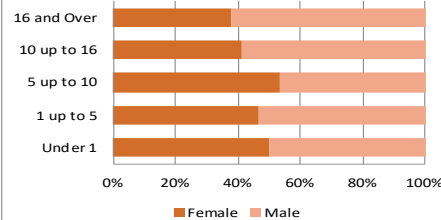


Age & Gender

Of the current children and young people in our care:

- 20 young people (3%) started their care episode when they were over 16 years old
- 55 (8%) of children currently in our care over the age of 10 were brought into care when they were 5 years old or younger
- 15% of children in our care were newborns aged 0-1 – higher than the national average

Children & Young People in Our Care (by Age & Gender, June 2020)

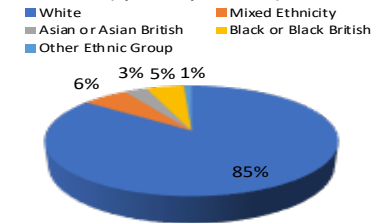


Gender & Siblings

Middlesbrough has a similar female/male ratio as our statistical neighbours and the north east region

- There are proportionately more females in the younger 5-10 age group, and more males in the 16+ group
- 71% of our children in care have at least one other sibling in our care
- 16% of our children in care are in a sibling group of four or more children

Children & Young People in Our Care (by Ethnicity, June 2020)



Ethnicity

85% of current Children in Care are white. This is an over-representation compared with school population (78%)

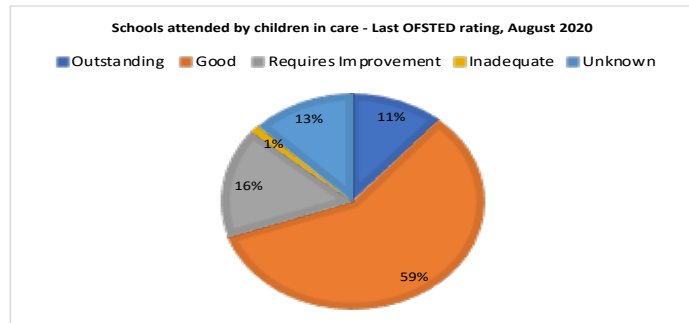
- 6% are mixed ethnicity
- 3% are Asian. This is an under-representation compared with school population (11%)
- 5% are Black. This is an over-representation compared with school population (2%)
- 0.9% are Other Ethnicity. This is an under representation compared with school population (4%)

Reference Evidence Summary document for further supporting analysis & data

CHILDREN IN CARE & EDUCATION

It is a core responsibility for us as corporate parents to ensure that children and young people in our care have the best possible education and learning opportunities. Our Virtual School arrangements ensure that we maintain a distinct focus on education outcomes for children in our care. The action we are taking to improve outcomes for children is supported by highly collaborative partnerships with schools and other learning providers. We are working with our partners to take positive action to secure a more consistent education experience for all of our children in care.

Attainment of children in care		
	Middlesbrough CLA 12m+ 2019 %	Middlesbrough CLA 12m+ 2020 "predicted TA" %
Early Years GLD	45	68
KS1 R/W/M	37	39
KS1 Reading	52	42
KS1 Writing	42	45
KS1 Maths	49	39
KS2 R/W/M	37	47
KS2 Reading	49	60
KS2 Writing	51	55
KS2 Maths	52	65
KS4 Basics 5+	10.7	13.33



Attainment outcomes for children in care are improving. The exceptions are KS1 Reading and Maths where targeted interventions are in place to drive improvement. Our Virtual School is taking action to minimise adverse impact on learning outcomes from Covid19

There have been no permanent exclusions for the last 3 years, and a significant positive reduction in the number of children in our care subject to fixed term exclusions. There is a positive increase in the proportion of our children in care who are attending school regularly

89% of our children in care have an up to date Personal Education Plan (PEP) that is aligned with their wider care and permanency planning. 65% of PEP's are good or better quality. We are striving to improve outcomes in this area

70% of our children in care attend a school that was rated 'outstanding' or 'good' in the last Ofsted inspection. Our School Improvement team are sharply focused on raising performance where improvement is required

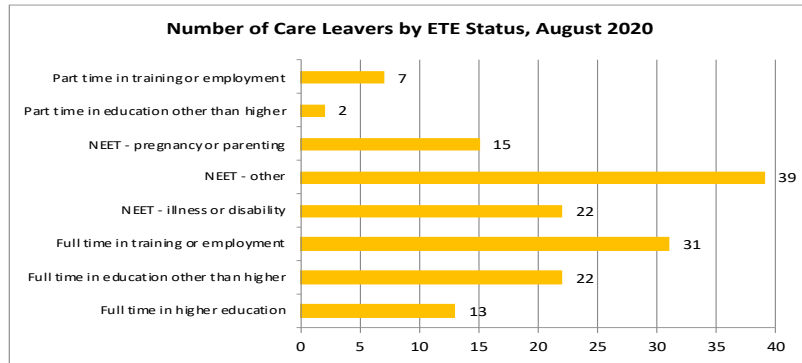
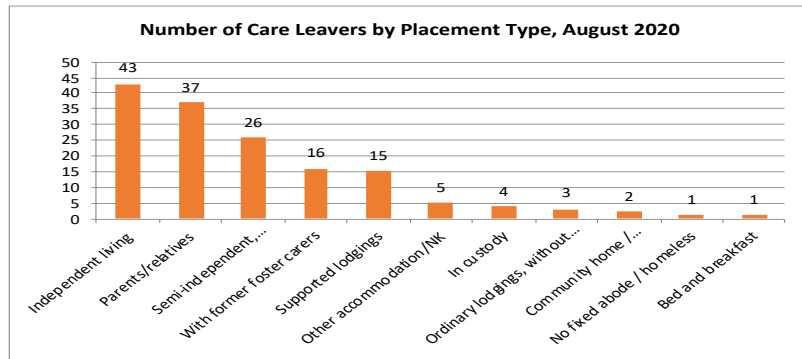
27% of our children in care receive support with special educational needs (without an Education and Healthcare Plan - EHCP)

Only 15% have an EHCP this is low against national comparators - we are analysing this to inform action and next steps

Reference Evidence Summary document for further supporting analysis & data

SOME KEY FACTS ABOUT OUR CARE LEAVERS

Young people who are on the pathway to independence and are preparing to leave our care are a distinct group requiring access to support, information and resources at this critical point of transition to adult life. With our partners we are working with care leavers to secure positive education, employment and training opportunities, safe and stable places to live and swift access to specialist services and support when this is required.



28% of our Care Leavers are living independently whilst nearly a quarter reside with parents or relatives. 17% live in semi-independent transitional accommodation. A small number continue to live with their foster carers and we are looking to increase this model going forward.

The proportion of our Care Leavers living in suitable accommodation has risen steadily over the last 4 years to above statistical neighbour and regional averages. It is a priority for us to cease the small number of unregulated placements.

Whilst the proportion of our Care Leavers in education, employment or training has been rising since 2017, half of our Care Leavers are NEET (not in education, employment or training). Increasing this proportion is a critical priority for our work with Care Leavers

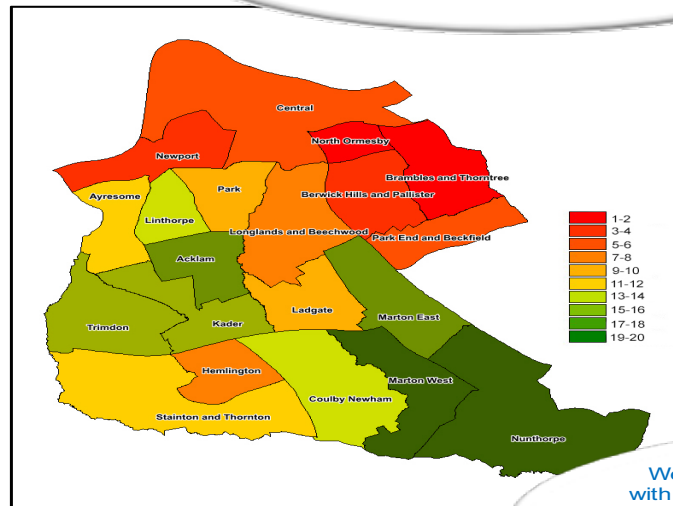
An increasing proportion of our Care Leavers are entering Further and Higher Education opportunities

Reference Evidence Summary document for further supporting analysis & data

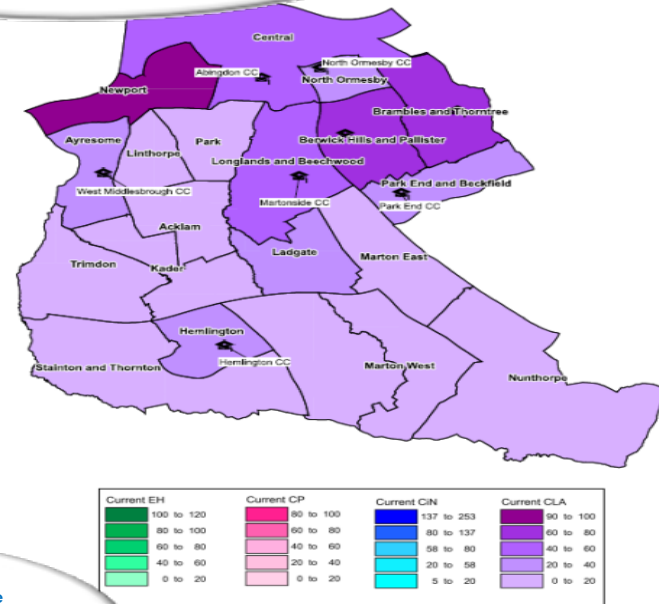
OUR LOCAL PICTURE (Data at June 2020)

As we develop and deliver our Corporate Parenting Strategy we are using our local data to grow our understanding of the specific issues faced by children, young people and their families within our local communities. This increasingly focused analysis at neighborhood level will inform our support for children in our care as well as preventive work to most effectively target our resources towards children on the edge of care. This work is aligned with our wider corporate Council and multi-agency and partnership initiatives to develop our town, our communities and our economy.

Our wards within Middlesbrough are amongst the most deprived in the UK based on the indices of multiple deprivation (Range of 1-20 from most to least deprived)



There are greater levels of Children's Services intervention in the most deprived wards. In the most part this is reflected in the home postcodes of children who are in our care

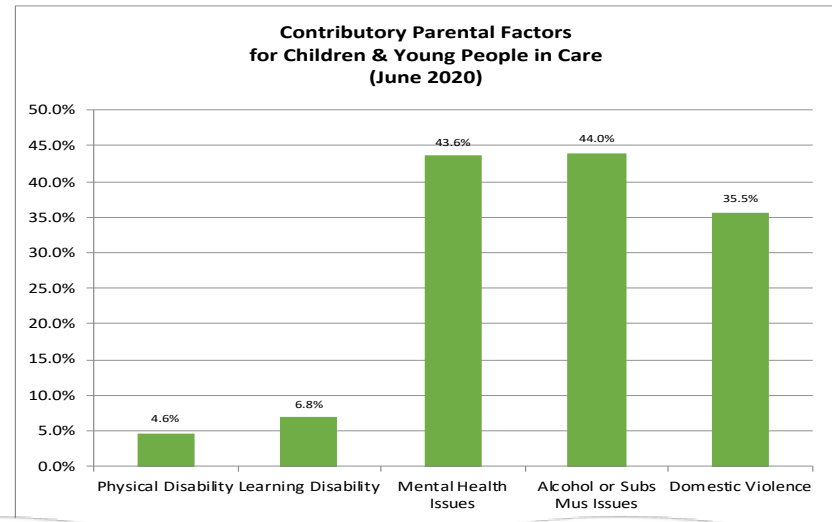
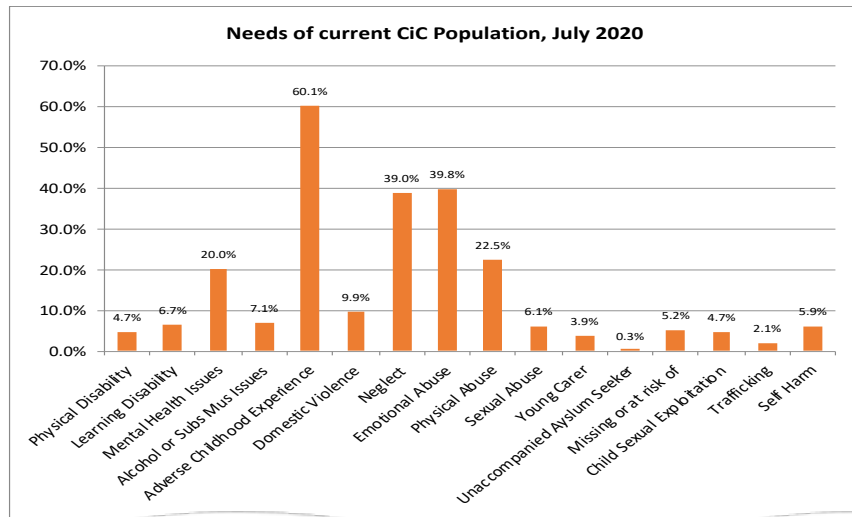


We are working within the Council and with our partners to understand the nature of demand in our most deprived communities in order to most effectively target preventive interventions at the critical stage before need escalates

Reference Evidence Summary document for further supporting analysis & data

UNDERSTANDING THE NEEDS OF OUR CHILDREN IN CARE (Data at June 2020)

There are many different reasons why children and young people need a period of time in our care. Identifying and understanding the experience of each individual child is the critical first step towards ensuring that we provide the most appropriate home for them, and the most effective care and support for them to achieve permanence, whether through a supported return to their family home, in an adopted home or in our longer-term care.



60% of our children and young people in care have experienced adverse childhood experiences and related trauma

This highlights the scale of complex and acute need requiring a multi-agency response and the provision of specialist support and placements

22% of our children and young people in care have experienced a critical combination of parental factors (Domestic Violence; Parental Substance Misuse and Parental Mental Health Issues)

The majority of children and young people in our care were well-known to our Children's Services Teams before coming into our care

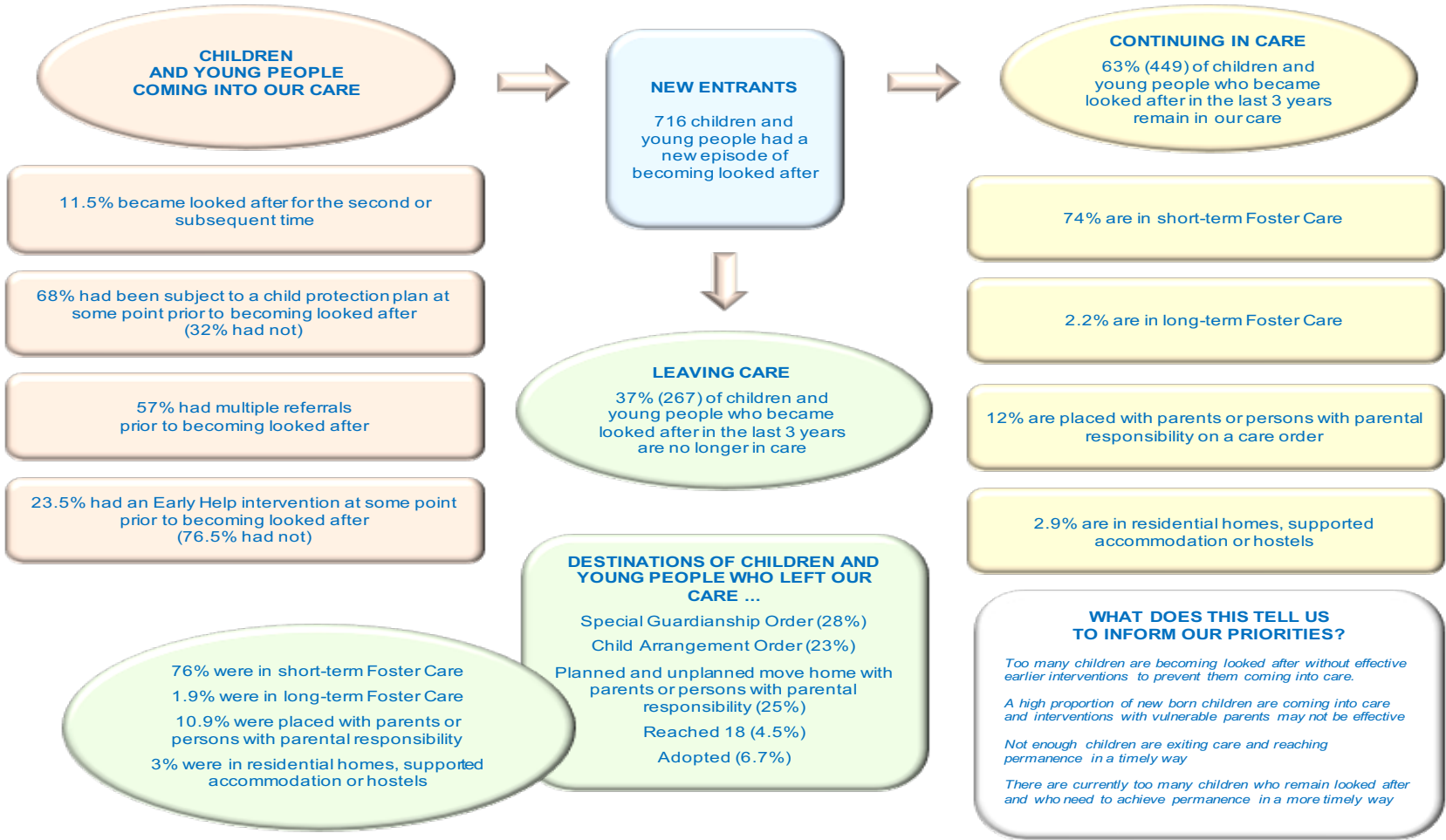
62% had a single or multiple referral to Children's Services before coming into our care and 69% were known to our Child Protection services

Our permanency and sufficiency arrangements are driven by a detailed analysis of the story behind this data, supported by our direct conversation with children, young people and their families. These are the foundations for progressive improvement in the way that we deliver our corporate parenting responsibilities in Middlesbrough.

Reference Evidence Summary document for further supporting analysis & data

UNDERSTANDING CHILDREN AND YOUNG PEOPLE'S JOURNEY

The diagram below provides further insight into the journey of children and young people who come into our care in Middlesbrough, and their individual permanence options and living arrangements. This illustration is based on data covering the 3-year period April 2017 to June 2020.

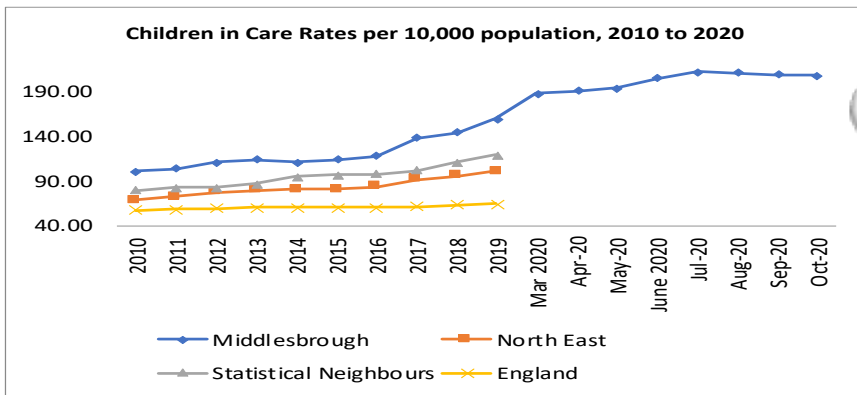


Reference Evidence Summary document for further supporting analysis & data

UNDERSTANDING DEMAND

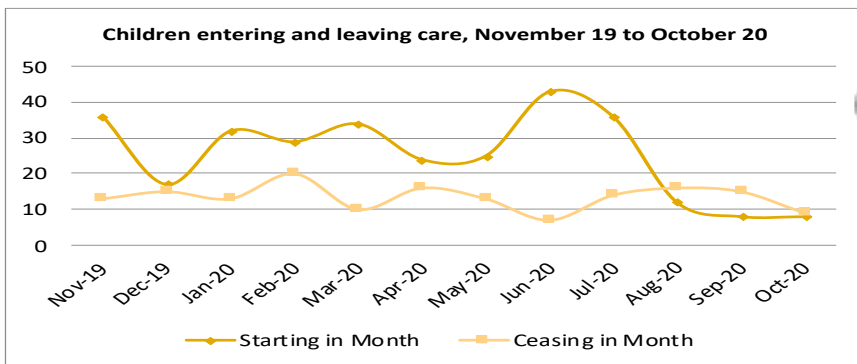
Our commitment to transforming outcomes for our children in care and care leavers is a key element of our wider Improvement Plan. Put simply, resourcing sustainable improvements for all children in Middlesbrough is heavily predicated on reducing the proportion of children and young people entering care, the period of time spent in care, and the increasingly high proportion of Council resources that are spent on high-cost external residential placements. We do not underestimate the scale of the challenge faced by the Council and our partners in achieving this. Whilst there is some emerging evidence that demand and new admissions to care may be slowing during 2020, the acute social, economic and demographic challenges faced by our communities in Middlesbrough are well-documented and provide a challenging context for driving sustainable improvement. These factors are brought sharply into focus when we consider some key facts around demand for our support for children in care and care leavers:

Page 46



The overall proportion of children and young people in care in Middlesbrough has increased continuously over the last 10 years. This has consistently exceeded the comparable increase for statistical neighbours, the north-east and England

Numbers of children in care have increased by 89% over the last 5 years. An accelerated increase throughout 2019/20 is reflected in a wider pattern of increased demand across the full range of our Children's Services provision



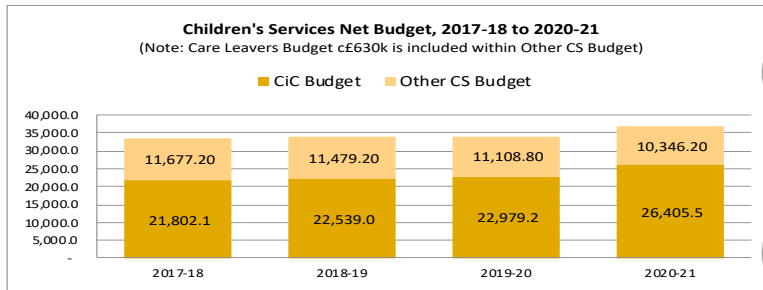
The resource impact of the steady increase in the numbers of children and young people entering care has been intensified by the correspondingly slow rate of children ceasing to be looked after

During the first 7 months of 2020 the rate of children coming into care has been around double the rate of children leaving care. However from July 2020 this trend has reversed, with more children leaving care than entering care

Reference Evidence Summary document for further supporting analysis & data

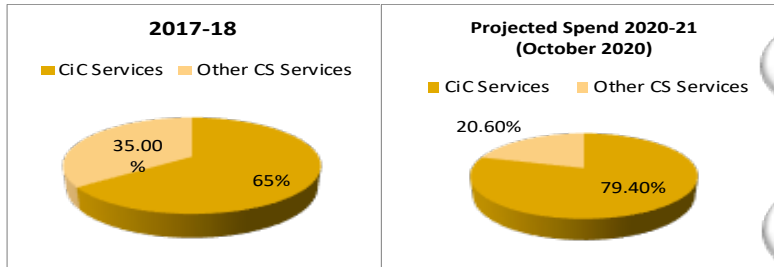
RESOURCING OUR SYSTEM OF SUPPORT FOR CHILDREN IN CARE

An increasingly high proportion of our overall Children's Services budget is dedicated to our system of support for children in our care.



The total Children's Services Net Budget has increased 9.8% in the last 4 years rising from c£33.5m in 2017-18 to c£36.7m for 2020-21

In the same period the net budget for children in care services has risen by 21.1%. This is directly linked to the 40% increase in the number of children in care in March 2020 compared with March 2017



The proportion of the Children's Services Net Budget spent on children in care services has risen from 65% in 2017-18 to 79.4% in 2020-21 (Projected spend as of Oct 2020)

The impact of the disproportionate increase in expenditure on support for children in care and care leavers has been an 11.4% reduction in the net budget for other children's services in this 4 year period

In the last 4 years the number of children in our care has risen by approximately 40% - whilst the related budget has only risen by 21%. If this increase continues at the same pace over the next 3 years this would result in around *32% increase in our children in care population by March 2023*. A corresponding 16% increase in the related budget (matching the average rate of change over the last 4 years) would result in the cost rising to £30,500,000. This is *an increase of just over £4 million* and is clearly not sustainable. Coupled with the increasing proportion of children presenting with acute and complex needs illustrates the scale of our challenges as we forecast and plan forward. We have a clear three-pronged approach to this: To improve our social work and permanency practice; To strengthen the coherence and impact of our sufficiency arrangements and to progressively rebalance our resources towards prevention and support for children and young people on the edge of care.

[Reference Evidence Summary document for further supporting analysis & data](#)

HOW WELL ARE WE DOING FOR CHILDREN IN CARE AND CARE LEAVERS?

There are significant and systemic areas that require improvement in our support for children in care and care leavers, but there are some good examples of delivery that provide early foundations for positive change.



Reference Evidence Summary document for further supporting analysis & data

OUR GOVERNANCE FOR CORPORATE PARENTING

Achieving outstanding corporate parenting for our children and young people in Middlesbrough is a critical priority for the Council and our partners. The outcome of our Ofsted inspection of Children’s Services (published in January 2020) clearly indicated that our whole system of support for children and young people was failing. Transforming our corporate parenting offer is a central theme of our Improvement Plan. We have put in place clear governance arrangements to ensure robust oversight, scrutiny, pace and challenge as we take action to transform our corporate parenting offer.

Our governance for transforming corporate parenting includes the active engagement of multi-agency partners on our strategic Improvement Board, clear accountability from Elected Members on our Corporate Parenting Board and systematic challenge and drive from our Children in Care Council. We have created a dedicated Programme Board for Transforming Corporate Parenting, with the specific purpose of coordinating all critical strategic and operational action that is concerned with improving outcomes and impact for children in care and care leavers.

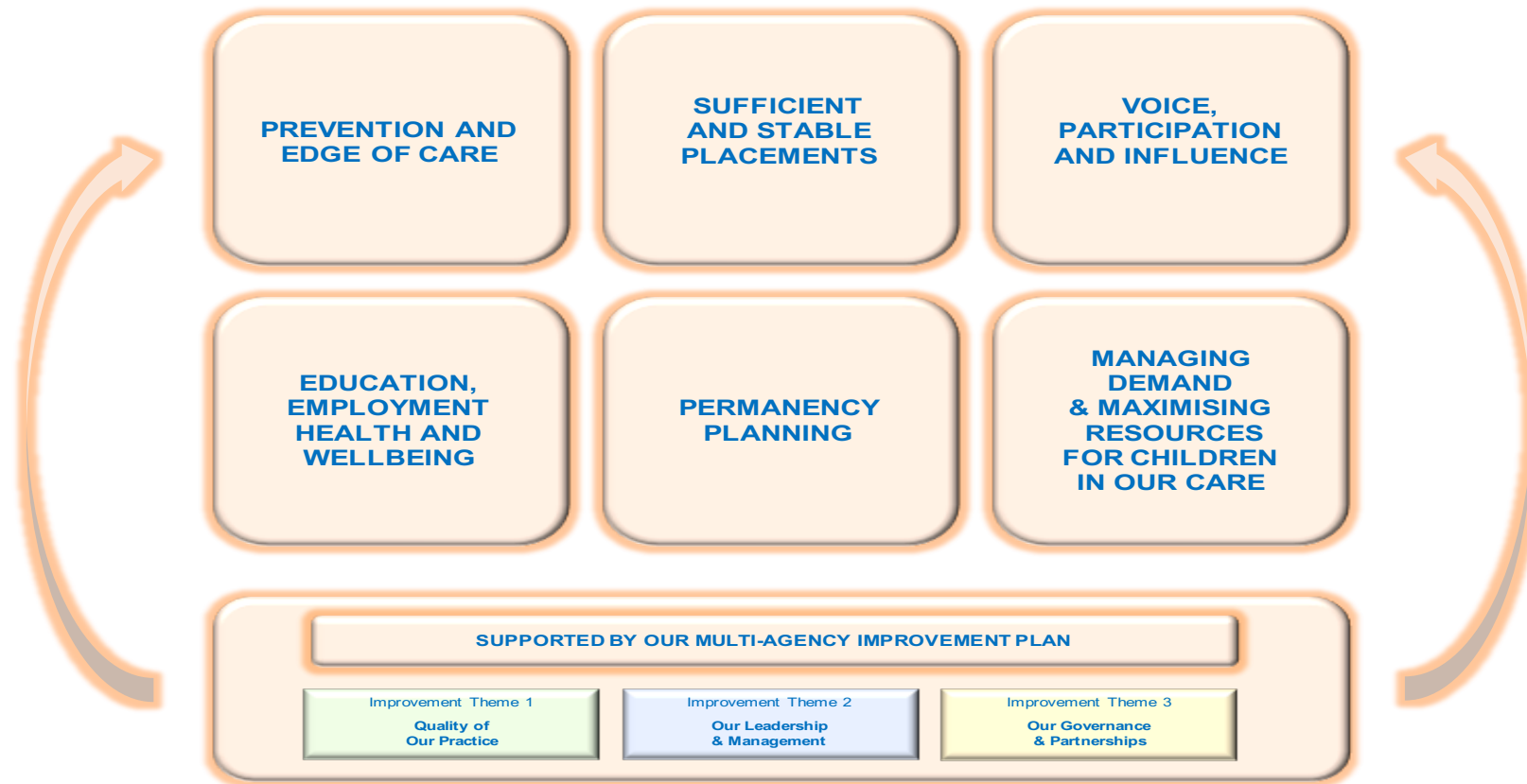


The transformation of our corporate parenting offer is supported by a strong emphasis on improving the way that we capture and make use of information to plan, deliver and evaluate impact. Our dedicated Programme Board is driving forward work to improve the quality and timeliness of our information, and the way that we analyse data to forward plan. This includes key performance data and evidence of the quality of services provided. There is a particular focus on strengthening the systematic capture of feedback from children, young people, families, staff and partners. Our ambition is to make increasing use of feedback to directly inform and influence the way we plan, deliver and evaluate impact for children and young people.

OUR CORPORATE PARENTING PRIORITIES FOR 2020-23

Our Multi-Agency Improvement Plan for children and young people in Middlesbrough clearly identifies what we need to do to strengthen the quality and impact of our support for children in care and care leavers, based on learning from our Ofsted inspection (published in January 2020), as well as feedback from children, young people, our staff and partners.

Driven directly from our Improvement Plan, our corporate parenting strategy is focused on six critical priorities that will have a high impact on outcomes for children in care and care leavers. These six priorities are supported by the wider programme of improvement across the whole system of support for children and young people in Middlesbrough.



HOW WILL WE KNOW WE ARE MAKING A POSITIVE DIFFERENCE?

Our six priorities for Corporate Parenting are linked to clearly identifiable improvements for children and young people. This will make it easy to assess whether or not we are delivering on our commitment and responsibilities as Corporate Parents.



The specific actions that we need to take to deliver on these six priorities are clearly set out within our Improvement Action Plan and are embedded within our performance management and self-evaluation framework. Our governance arrangements will provide robust oversight and challenge of the progress we are making for children and young people in Middlesbrough.

PART TWO

OUR PERMANENCY PLAN FOR CHILDREN AND YOUNG PEOPLE IN MIDDLESBROUGH

2020-23



MIDDLESBROUGH
CHILDREN
M A T T E R

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PART TWO: PERMANENCY

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WELCOME TO OUR PERMANENCY STRATEGY

Welcome to our Permanency Strategy for our children and young people in Middlesbrough. As corporate parents we are determined that every individual child and young person in care, and our care leavers, has a safe, stable and positive experience of our care. This means that they have somewhere safe that they can call home, with positive and nurturing relationships that are fun, and that engage and inspire them, and support with a positive transition to independence and adult life. Most importantly we want to help every child and young person in our care to develop a strong sense of personal identity, security and belonging in the world.

Our Permanency Strategy is founded on the principles set out in our Corporate Parenting strategy, shaped by the voice and active participation of children and young people in Middlesbrough. We have also sought the views of foster carers, families, keyworkers and other people who are at the forefront of direct support that will deliver permanence for children in care and care leavers.

The main purpose of our Permanency Strategy is to set out in clear and uncomplicated terms the action that we will take across our whole system of support to positively transform our permanency practice and outcomes for children in care and care leavers. Specifically, this means delivering on essential improvements to our social work practice, our systems, processes and our partnership arrangements.

Achieving real and positive change will mean embedding good permanence practice into everything we do. It is about how as individual social workers and partner agency staff we develop positive, nurturing and listening relationships with children and young people; it is about securing and communicating placement options for children and young people that are well-matched with their needs and wishes, and ensuring that our systems are managed effectively to avoid drift and delay.

We need to be better at identifying and supporting children and young people who are at risk of coming into care, and our permanency practice needs to improve so that when children do come into care, we are relentlessly focused on their potential for a safe return home. Where children do need to remain in care, the quality of our assessment and care planning needs to improve, so that we are in a position to make well-informed decisions with children and young people about the most suitable permanency option for them.

Embedding a culture of good permanence practice in Middlesbrough is core business for the local authority and is at the heart of our improvement journey. We do not underestimate the raw energy and rigour that it will take to deliver our ambitions for children and young people. Our determination to improve is shared with our local partners in Health, Education and other support services.

Ultimately, successful delivery of our Permanency Strategy will be judged by our individual children and young people. It is them to whom we are accountable. This strategy provides a point of reference for everyone involved in achieving our main purpose – to provide safe, stable and secure homes with loving families that will support our children and young people through childhood and in their transition to leaving care and adult life.

OUR APPROACH TO PERMANENCY IN MIDDLESBROUGH

The core purpose of our permanency practice is to ensure that all children and young people in our care are growing up in stable, secure, safe and nurturing living arrangements, and are supported in a positive transition to independence and adult life. This is reflected in our social work practice, and in our systems, processes and partnerships for permanency. The provocations from Futures for Families provide a critical reference point for us as we strive to improve the quality and impact of our permanence arrangements for children and young people in Middlesbrough.

Our Principles for Permanency

All of the decisions we take about the support, care and living arrangements for children and young people will be based on a good quality and thorough assessment undertaken by suitably skilled and experienced keyworkers

“As a parent, would I be happy with this for my child?”

The voice, wishes, feelings and views of the child or young person will directly inform and influence the outcomes of assessment and decision-making about their lives

At every step of the way we will maintain a high standard of ambition and aspiration for individual children and young people, whether this is about the quality of their support, care and living arrangements, or in supporting their vision and ideas about what they want to achieve in the future

“Would we say this to the child or young person directly?”

“Are we managing the risk for the child or for ourselves?”

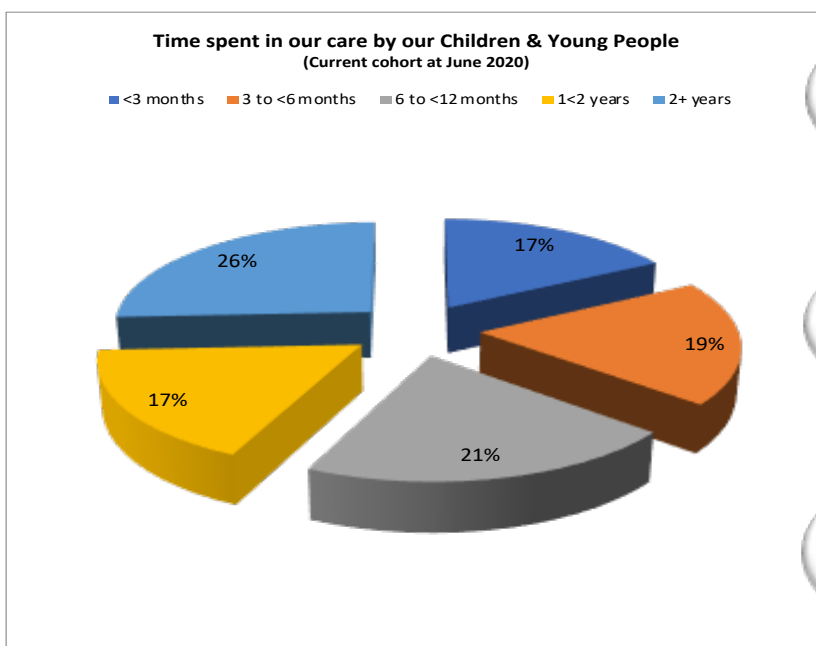
“Where do we see the young person in 6 months, 1 year, 2 years? ...”

We will ensure that placements and living arrangements for our children and young people are a good fit with their age, needs and wishes

We will continually listen, learn and grow our approach to permanency in Middlesbrough in to progressively improve and refine the way we work with and for our children and young people in care, and our care leavers

TIME SPENT IN OUR CARE – SOME KEY FACTS

Improving our approach to permanence for children in care and care leavers is a critical theme of our wider improvement plan in Middlesbrough. The time that children and young people are spending in our care is increasing, in parallel with increasing numbers of children and young people coming into care and a slowing in numbers leaving care. Our information and experience clearly indicates that too many children and young people are spending too long in our care before moving on to permanency.



Analysis of our information illustrates the average number of weeks spent in care for children and young people currently in our care is 141 weeks (2 years 9 months)

The proportion of children and young people who spend more than two years in our care has steadily risen over the last three years

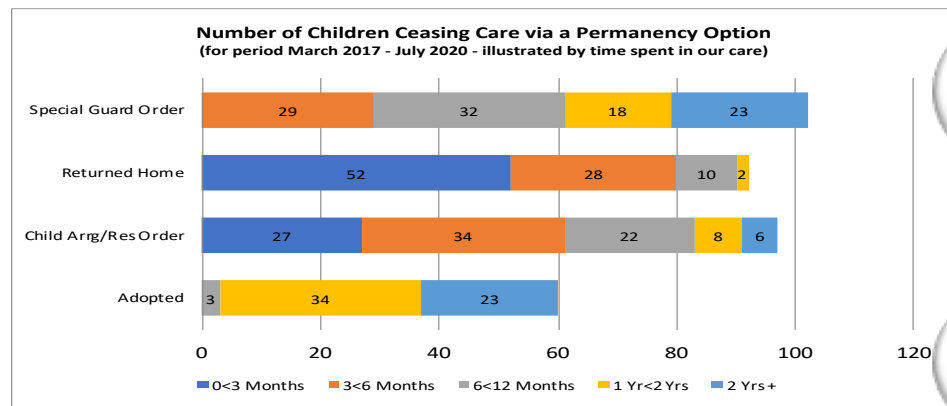
When we consider this increase in time spent in care, coupled with decreasing numbers leaving our care, this clearly highlights an urgent need to transform our permanency practice, and to tackle drift and delay for individual children and young people

Improving permanency outcomes for each of these individual children and young people requires us to make deep and sustained improvements to our social work practice, to the way that we use, share and develop our information and data to drive decision-making and momentum, and to tackle drift and delay for children, and to the way we commission support and permanency options from within our own services and the wider marketplace.

Reference Evidence Summary document for further supporting analysis & data

TIMESCALES FOR PERMANENCY – SOME KEY FACTS

There are radically differing timescales by which children and young people achieve permanency and subsequently cease their time spent in our care. These varying timescales reflect the need for significant improvements in our social work practice, our decision-making processes, our commissioning arrangements and our multi-agency working. Most importantly, these variances do not offer children and young people the quality of process and pace that they have the right to expect from us.



There are widely varying timescales for children and young people achieving permanency and leaving care depending on their permanence outcome. These timescales are in the main below target requirements and do not compare favourably with comparator authorities

To a very limited degree this variance can be ascribed to specific circumstances of individual children, but the degree of variance and the average times taken clearly indicate the need for a transformation of our culture and practice around permanency

Only 60% of children and young people who have been in our care for more than four months have a Permanency Plan (at Oct 2020)

Average Days to Achieving Permanency and Ceasing to be in our care
(for period March 2017 – July 2020)

Return home to person with parental responsibility	Child Arrangement or Residence Order	Special Guardianship Order	Adoption
Average 113 days (92 children)	Average 228 days (97 children)	Average 448 days (102 children)	Average 775 days (60 children)

An increasing focus on improving the quality and analysis of our permanency data will be critical for effective, realistic and challenging target-setting to drive and understand the impact of the improvements we are making to permanency outcomes for individual children and young people.

Reference Evidence Summary document for further supporting analysis & data

OUR SOCIAL WORK PRACTICE MODEL

The way we develop and implement highly effective permanency practice is an integral part of our social work practice model for supporting children and young people in Middlesbrough. Our practice model **Children and Relationships First** has been developed in collaboration with our workforce as a key pillar of our improvement programme. Our practice model builds on best regional and national practice and innovation in Children's Services.



The development and implementation of our practice model is supported by our new **Centre for Practice Excellence**. This provides a coordinated approach to driving innovation and best practice across our whole system of support for children and young people, including our Permanence arrangements. The Centre for Practice Excellence offers tools and resources to support our practice model, workforce development to ensure staff have the skills and knowledge they need to deliver on our commitments to local children and young people, quality assurance arrangements and opportunities to share and develop best practice and to drive innovation across the system.

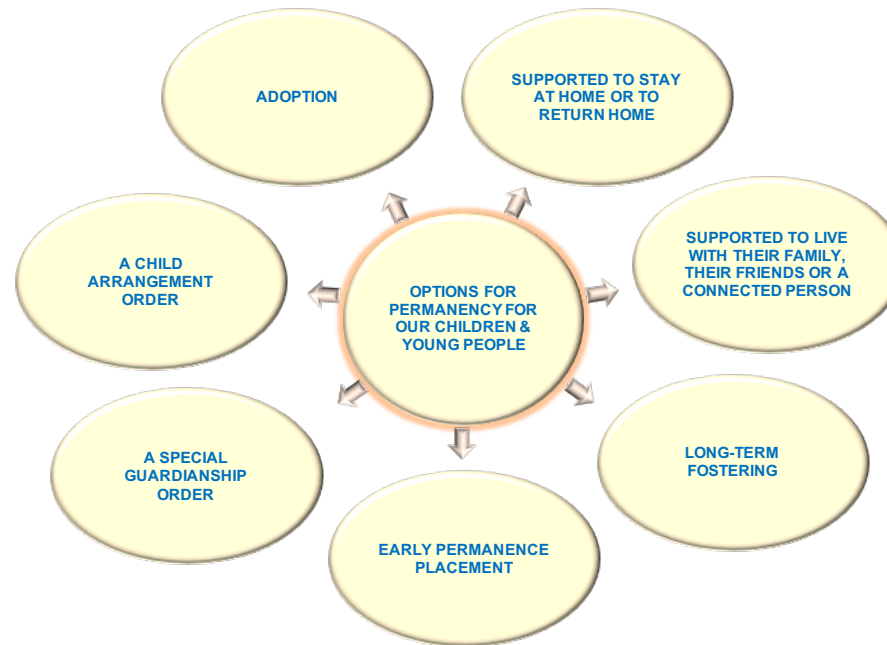
OUR PATHWAY TO PERMANENCY FOR CHILDREN AND YOUNG PEOPLE

Our social work practice for achieving permanence for children and young people operates within a clear pathway through our system of support in Middlesbrough. This provides a reference point for our professional practice and decision-making:



OPTIONS FOR PERMANENCY

From our very first point of contact with a child or young person we will be working alongside them to understand their individual needs and wishes, and to complete a thorough assessment that will inform decisions about the most suitable permanency option for them. The potential range of permanency options is illustrated below. Each permanency option is outlined in more detail on the following pages.



Wherever possible and appropriate we will work with the child or young person to identify a placement in the local area, with supported access to family, friends and other networks that will offer support and build resilience. It will only be in exceptional circumstances that a child or young person is placed outside of Middlesbrough. This decision would be driven by a thorough assessment of needs, and should not be a result of insufficient local placement sufficiency. The option of returning home, or of returning to a placement in the local area, will be a primary consideration for the child or young person at every stage of their permanence planning. The role of the Independent Reviewing Officer (IRO) will be key to ensure that these options are fully addressed, with skill and sensitivity.

OUR PRIORITIES FOR PERMANENCY

The transformation of our permanency practice in Middlesbrough is a well-evidenced key priority in our Strategic Improvement Plan. Our insight has been further developed by the analysis of our data undertaken for our Corporate Parenting strategy, including increasingly rich capture of the voice and experiences of children and young people (supported by the work we are doing with our third sector partners The Care Leaders). This points us towards six priority areas for action which we believe will create a permanency system that fits together and delivers for our children and young people.



HOW WILL WE KNOW WE ARE MAKING A POSITIVE DIFFERENCE?

Our six priorities for Permanency are linked to clearly identifiable improvements for children and young people. This will make it easy to assess whether or not we are delivering on the systemic transformation of our permanency arrangements in Middlesbrough.



The specific actions that we need to take to deliver on these six priorities are clearly set out within our Permanency Action Plan and are embedded within our performance management and self-evaluation framework. Our governance arrangements will provide robust oversight and challenge of the progress we are making for children and young people in Middlesbrough.

PART THREE

A large, stylized heart graphic in the background, composed of concentric layers of purple, pink, and yellow. Inside the heart, three hands are shown in white, blue, and yellow, reaching towards each other.

**OUR SUFFICIENCY PLAN
FOR CHILDREN AND YOUNG
PEOPLE
IN MIDDLESBROUGH
2020-23**



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WELCOME TO OUR SUFFICIENCY PLAN

Welcome to our Sufficiency Plan for children and young people in Middlesbrough. The purpose of our plan is to set out a clear framework for how we will work with our partners across Middlesbrough and the surrounding area to secure the best possible range of placement opportunities and support services for our children in care and care leavers.

This applies to our whole permanency pathway for children and young people, from prevention and support for children on the edge of care, through to accommodation and support for our care leavers. Our Sufficiency Plan is firmly located within our Corporate Parenting Strategy and aligned with our Permanency Plan.

Successful delivery of our Sufficiency Plan is critical to achieving our wider improvement priorities across our whole system of support for children and young people in Middlesbrough. We know that in order to secure sustainable improvements in the quality and impact of our services, that we have to be much more effective in tackling the number of children and young people coming into care in Middlesbrough. In parallel with this we must be more effectively supporting the experience and outcomes for those children and young people whilst steadily redirecting our finite resources from high spend on external placements towards prevention and early intervention.

Sustainable improvement in these areas will be underpinned by improvements to our strategic commissioning arrangements. Within this context, we aspire to reach beyond our statutory sufficiency duty to create the conditions for innovation and excellence in the way that we collaborate with our partners in health, education and community settings in Middlesbrough to understand the needs of our children and young people.

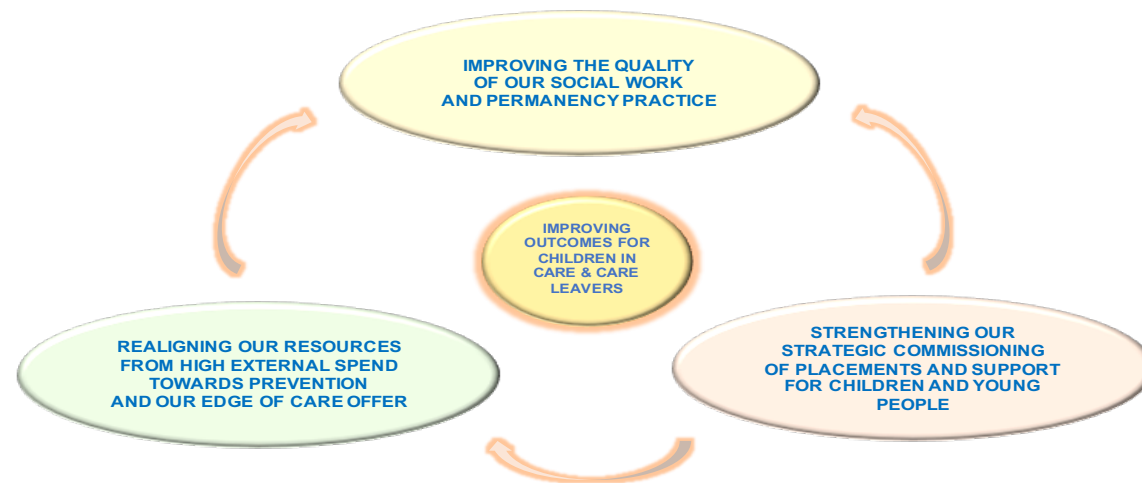
We will work in partnership to shape our commissioning and delivery arrangements in a way that makes a positive difference to the quality and impact of our offer, and to the way we are maximising the impact of our combined multi-agency resources. Strengthening our relationships and dialogue with the external market of potential provider organisations at an early stage in our sufficiency planning will be a key feature of our approach.

Achieving this way of working in Middlesbrough will require a step-change in our culture, systems and practice at all levels of our system of support for children in care and care leavers – from our strategic commissioning and relationships with partners and the marketplace, through to our direct practice and the relationship between social workers and children that is our core business.

Our Sufficiency Plan sets out our understanding of need and forecast demand, and how our strategic commissioning of placements and support services for children and young people will be shaped to deliver the best possible outcomes and life chances for our children and young people.

OUR APPROACH TO SUFFICIENCY IN MIDDLESBROUGH

Our sufficiency planning for children in care and care leavers is aligned with the action we are taking to improve the quality of social work practice across the system, and our action to progressively shift the balance of our resources from high-cost external placement spend towards prevention and support for children and young people on the edge of care.

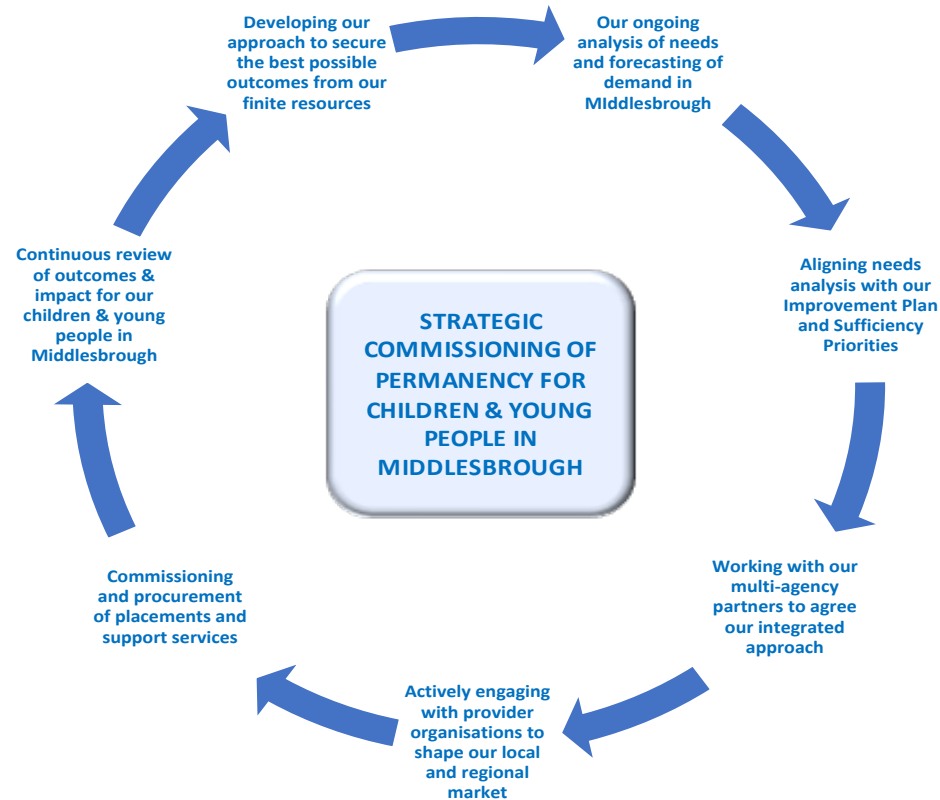


Delivery of these three integrated elements of change is business-critical to achieving the wider improvement priorities set out in our Strategic Improvement Plan. Success will require a significant shift in our corporate working and partnership arrangements:

- We will build on internal strengths to create a more effective links between the direct delivery of our frontline services for children and young people, and our internal commissioning arrangements within the Council. We will work together to develop our relationships, practice and processes to achieve this.
- We will actively engage with our multi-agency partners to agree and implement a more integrated approach to understanding need. This includes working together to shape our internal commissioning arrangements and to grow our the local and regional provider relationships
- We will focus our resource management at all levels in the Council to ensure that our resources are deployed where we can have the most positive impact for individual children. Our resource decisions will be aligned with wider Council action to transform the quality of life and outcomes for local communities in Middlesbrough.

OUR COMMISSIONING ARRANGEMENTS FOR SUFFICIENCY

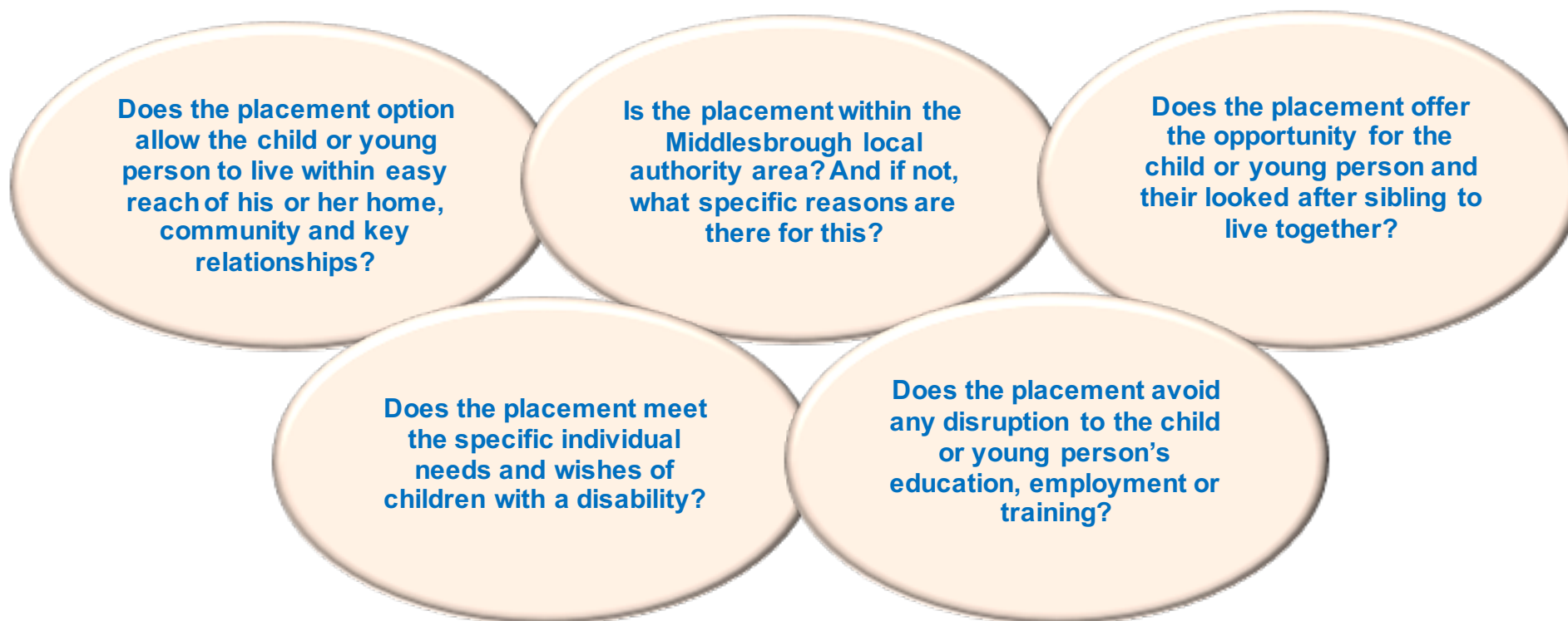
We recognise that securing delivery of our ambitions for sustainable positive improvement in our permanency and sufficiency for children and young people in Middlesbrough will require a step-change in our commissioning arrangements. We are building on the strong skills and knowledge of our established commissioning and procurement teams in Middlesbrough to put in place a model that is founded on best practice from across the Children's Services sector.



Whilst this will take time to fully embed, we have already taken steps as part of the work underpinning our Corporate Parenting strategy to secure the capacity, expertise and momentum that will gradually transform our approach as part of this critical phase of commissioning for improvement.

OUR COMMISSIONING PROVOCATIONS FOR CHILDREN IN CARE & CARE LEAVERS

Our approach to commissioning placement capacity and support provision for our children in care and care leavers has been developed with particular reference to statutory sufficiency requirements that can be expressed as five key 'provocations' at all levels of our strategic and operational decision-making for children and young people:



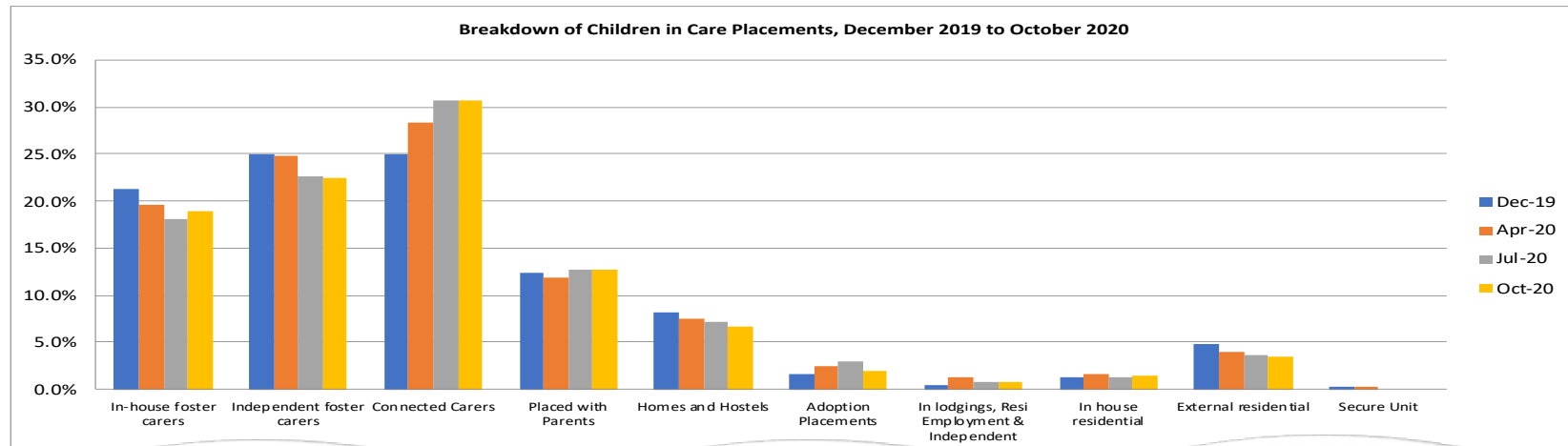
Page 68

These provocations provide a practical reference point for our commissioners and our frontline social work staff when we are considering permanency options for children in care and care leavers. This is directly reflected in our policy and practice guidance which will inform how we shape our local market, through to the point where our direct decision-making with children and young people about the best possible permanency option for them.

PLACEMENTS FOR OUR CHILDREN IN CARE – SOME KEY FACTS

As corporate parents, it is our responsibility to secure the most appropriate, safe and stable placement option for individual children and young people. In parallel with progressive improvements to the quality of our social work practice and permanency planning, it is a critical priority for us to transform the way that we work with our partners and accommodation providers to develop a range of options that reflect children and young people’s needs and that these options are wherever possible within or close to Middlesbrough and the child or young person’s family and friends.

Analysis of the spread of placements for children and young people in our care during 2019/20 illustrates some key trends that will directly inform our sufficiency and commissioning arrangements from 2020. (Note: *Further interpretation of this data is available in the Evidence Summary paper that supports this strategy*)



As of July 2020 more than 50% of children were placed outside of Middlesbrough – reflecting the limited availability of suitable local accommodation to meet the scale and complexity of children and young people’s needs

The proportion of children and young people placed more than 20 miles from their home postcode has historically been higher than statistical neighbour and regional averages and has steadily increased during 2016-2020 from 11% to 18%

The proportion of children and young people who are placed with connected carers has risen from 25% to 31% over the last 12 months – understanding this increase is a key line of enquiry for our permanency and sufficiency planning

There is a decreasing use of in-house and independent foster carers – reflecting the need to develop capacity, skills and multi-agency wraparound for our carers

Reference Evidence Summary document for further supporting analysis & data

RESOURCING PLACEMENTS FOR OUR CHILDREN AND YOUNG PEOPLE

The positive resourcing implications of more effective sufficiency and permanence planning, and how this might benefit our wider improvement priorities in Middlesbrough are clearly illustrated when we consider that *93% of our net budget for children in care and care leavers is projected to be spent on placements* in 2020/21. An overview of our projected placement spend for 2020/21 highlights some key themes to inform and focus our commissioning intentions:

2020-21 CiC Net Budget - Placement Budget



The greater proportion of our placement expenditure (39%) is on external residential placements, typically for children and young people with a disability and/or special educational needs – but also for other children where a suitable internal placement could not be identified

Our expenditure on residential placements has grown significantly over the last four years – an increase on 94% on internal residential placements and 38% on external residential

Our combined internal and external residential placement spend equates to half of our overall predicted placement spend over the next 12 months

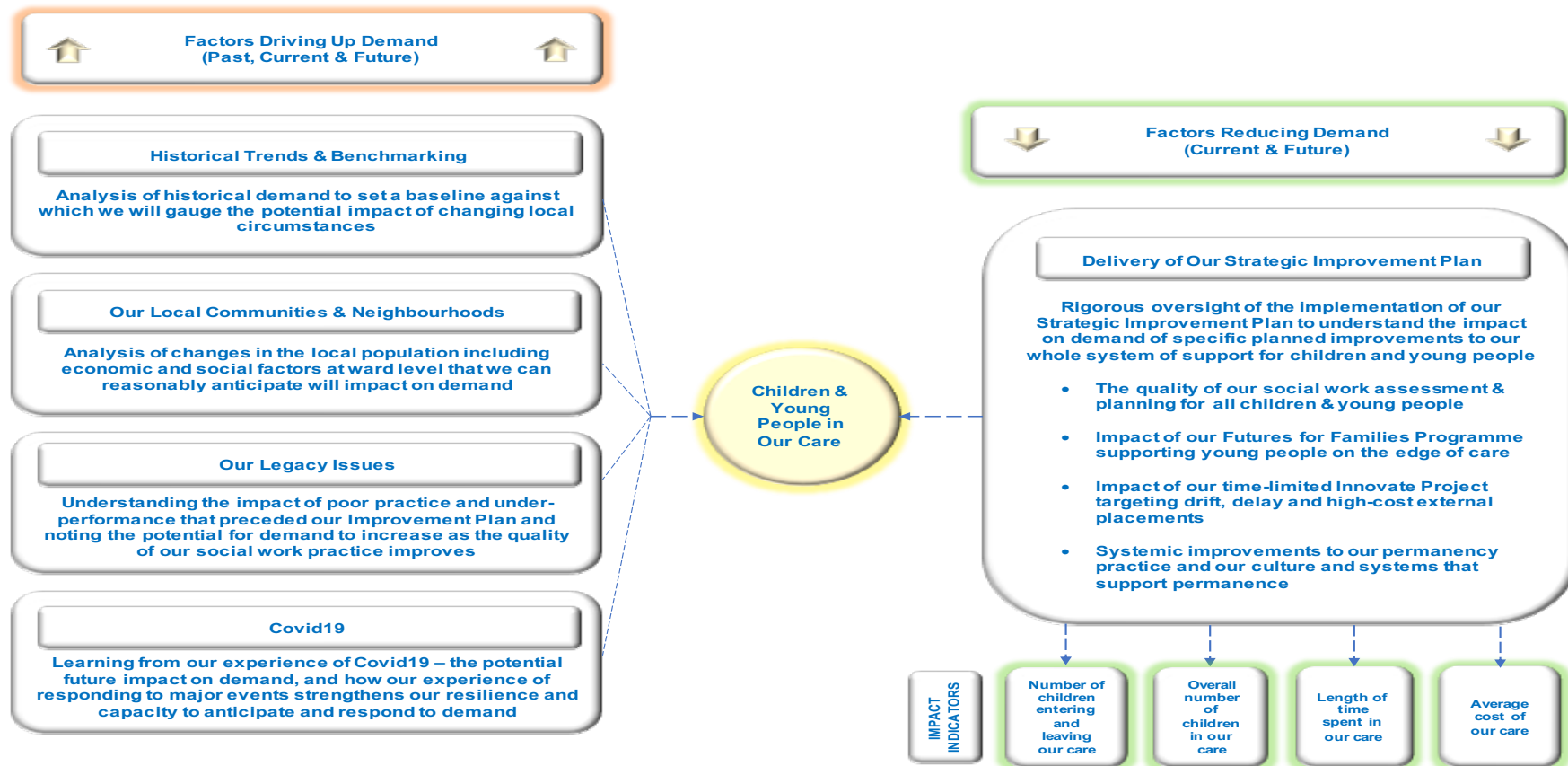
Over £6 million has been spent on the most expensive 11 placements over the last 12 months

Our predicted expenditure (for 2020/21) on independent fostering placements is 21% - compared with only 12% on our in-house fostering

Reference Evidence Summary document for further supporting analysis & data

OUR FORECASTING MODEL

Developing a robust forecasting methodology to inform and drive our sufficiency and commissioning activity for children and young people is a key improvement priority for Middlesbrough. The Council are moving towards implementation for Children’s Services of a new operating model for forecasting which has been successfully applied in Adult Services. However, the programmed approach to embedding this will take 18-24 months to become fully operational. In the intervening period we have worked across the Council to agree a forecasting model that is supported by a rich analysis of our data, and builds on experience from other areas. This model that can be adapted and easily updated to reflect our evolving local circumstances.

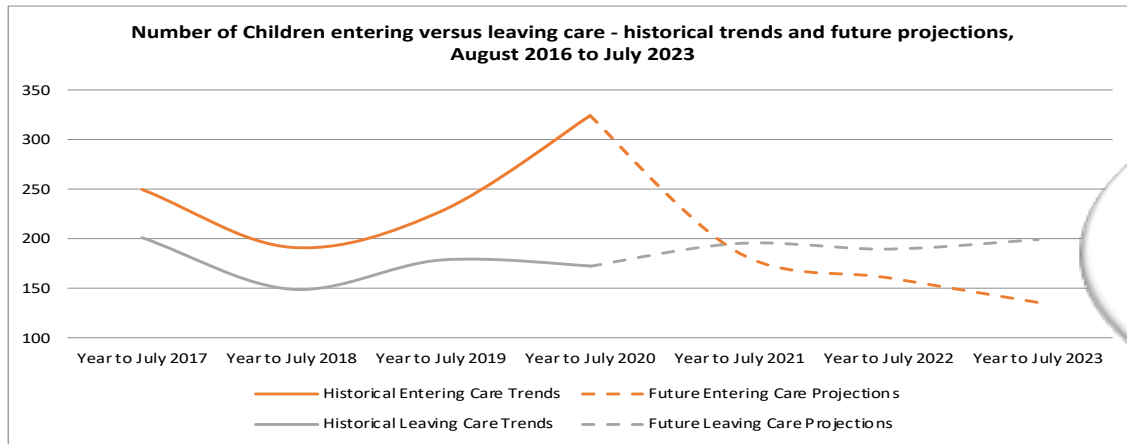


Reference Evidence Summary document for further supporting analysis & data

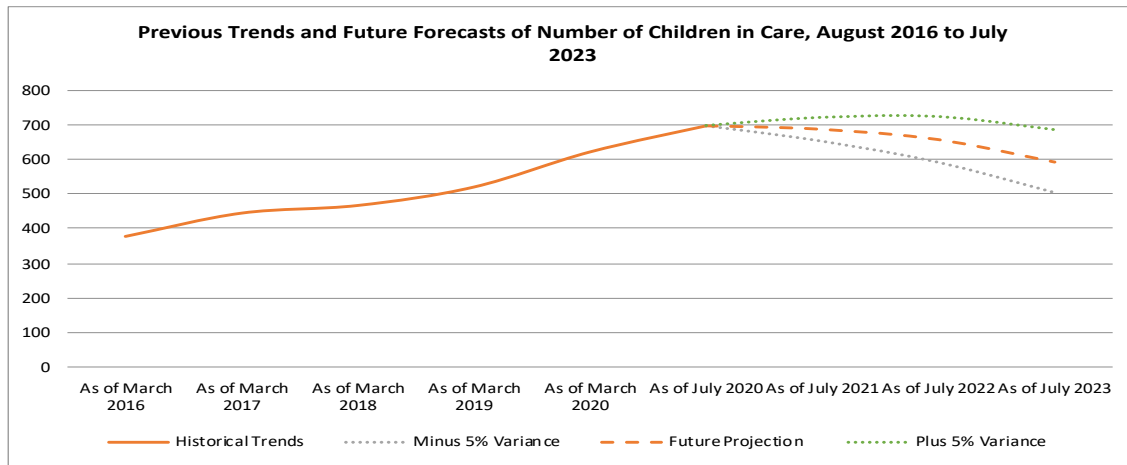
FORECASTING DEMAND – OUR INITIAL ANALYSIS

Our initial analysis and the assumptions that underpin this modelling are outlined in detail in the Evidence Summary document which supports this strategy. Some early forecasting is indicated in the charts below.

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We will maintain a 'real-time' focus on the ratio of children and young people entering our care alongside those who are leaving our care. Our priority will be to reduce demand for entry to care where there are suitable and effective alternatives for children and young people, whilst improving our permanency practice to secure a timely permanence option for the those children and young people who are in our care

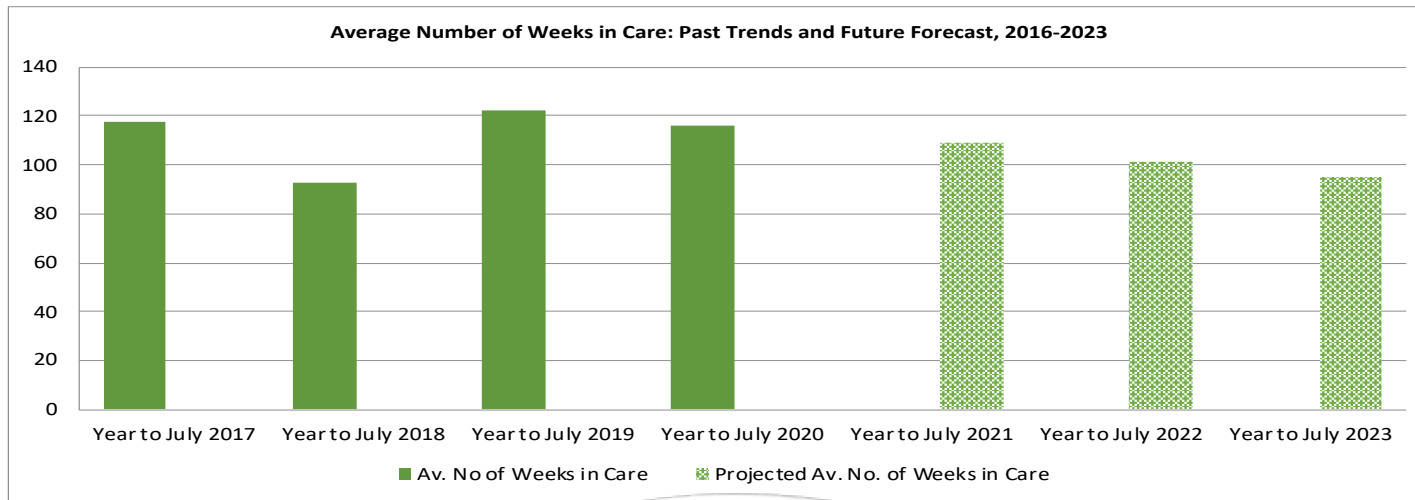


Overall placement cost will be a key proxy indicator for identifying how we can most effectively target our finite resources to secure the best possible outcomes for the children and young people in our care. This will inform more detailed analysis of our overall placement spend to inform our commissioning priorities

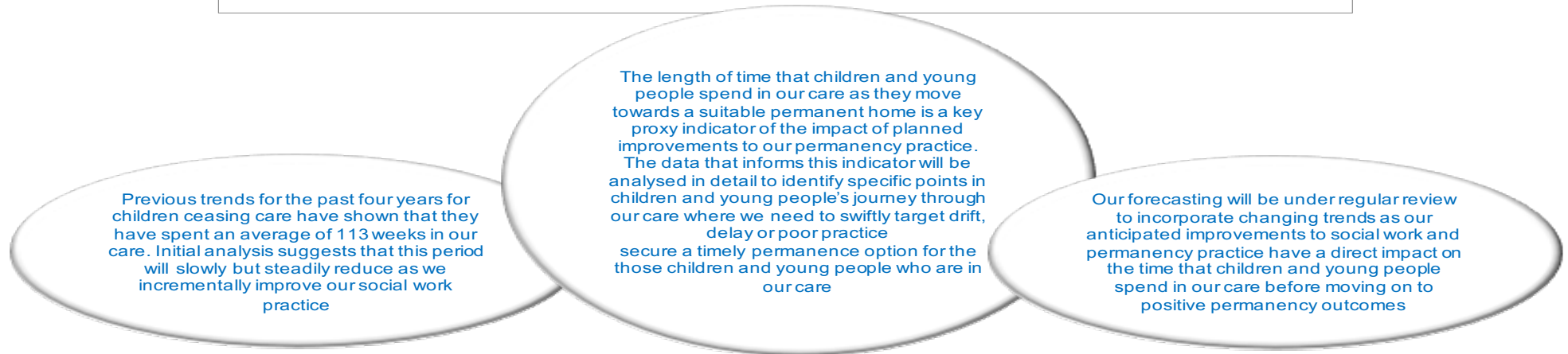
Reference Evidence Summary document for further supporting analysis & data

FORECASTING DEMAND – TIME CHILDREN AND YOUNG PEOPLE SPEND IN OUR CARE

Anticipated improvements to the quality of our social work and permanency practice are key factors in forecasting overall longer-term demand.



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Reference Evidence Summary document for further supporting analysis & data

ANTICIPATING OUR FUTURE PLACEMENT NEEDS AND DEVELOPING OUR MARKET

As part of our wider programme of improvement for children and young people in Middlesbrough we are at an early stage of transforming our approach to the way we understand and forecast demand, and the way we work with our partners and the local market to plan and commission placement capacity for children in our care. Our initial analysis, set out in this Sufficiency Plan, has clearly identified emerging themes which will drive the detailed work to be undertaken on our commissioning action plan.

As well as the headline indicators that will drive our forecasting model, the information we use to inform our decision-making is complemented by detailed ward-level data (*an example of North Ormesby analysis of children in care data is included in the separate Evidence Summary document*). This drill-down from whole-system data to a forensic analysis of individual children at ward level in our local communities offers a new and critical insight to drive our whole-system commissioning, as well as providing a more personalised focus on outcomes and impact for individual children.

We know that to achieve positive and sustainable changes to the culture and practice of our commissioning for children will require us to take steps to reframe our relationship with the local and regional placement market. Our aspiration is to look towards best practice and innovation from the sector to inform a more collaborative approach where we are in active dialogue with potential provider organisations at the earliest stages of our planning and in the development of new ideas. This reflects initial dialogue with some national provider networks where it is clear that placement sufficiency has been most effectively supported through an early and open exploratory conversation with experienced providers and regional partners.

Reflecting this shift in our approach in Middlesbrough, we are actively seeking the early engagement of potential provider organisations as we develop our Commissioning Action Plan in the autumn of 2020.

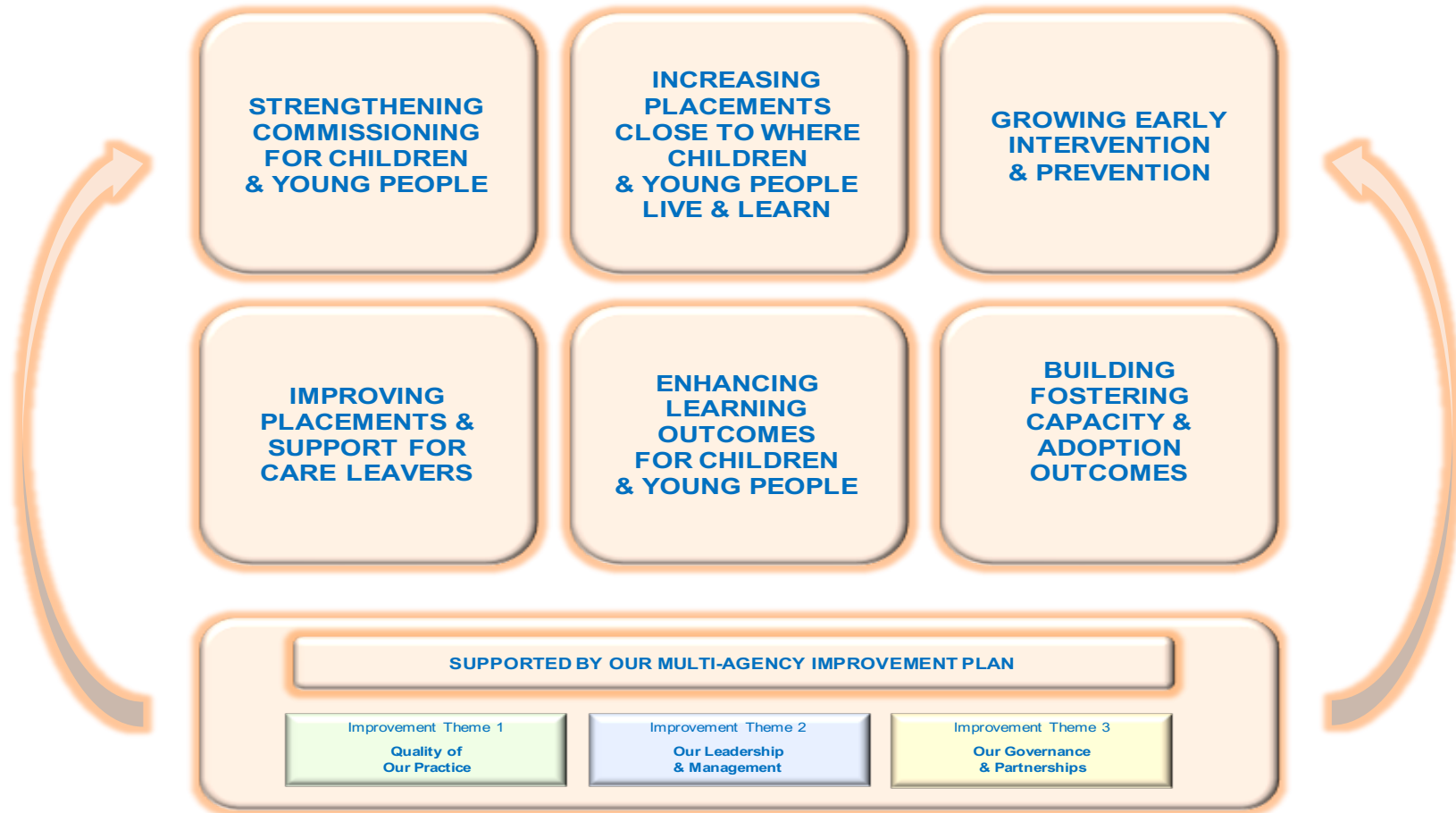
Initial development of our forecasting model has identified six themes (set out overleaf) which will provide the framework for our detailed action planning and implementation. Each priority is supported by clear impact measures. In addition to priorities that relate to our Corporate Parenting Strategy, our Sufficiency priorities also reflect wider commissioning intentions across education, early help and support for vulnerable adolescents.

Whilst the headline sufficiency and commissioning priorities are in the main predictable ones for us, the way we apply our data and local knowledge will provide a sharply focused and localised action plan which will drive our activity from the autumn of 2020. Our priorities, the actions that underpin them and the initial evaluation of impact will remain under continuous review through our governance and performance management of our new forecasting and commissioning arrangements going forward.

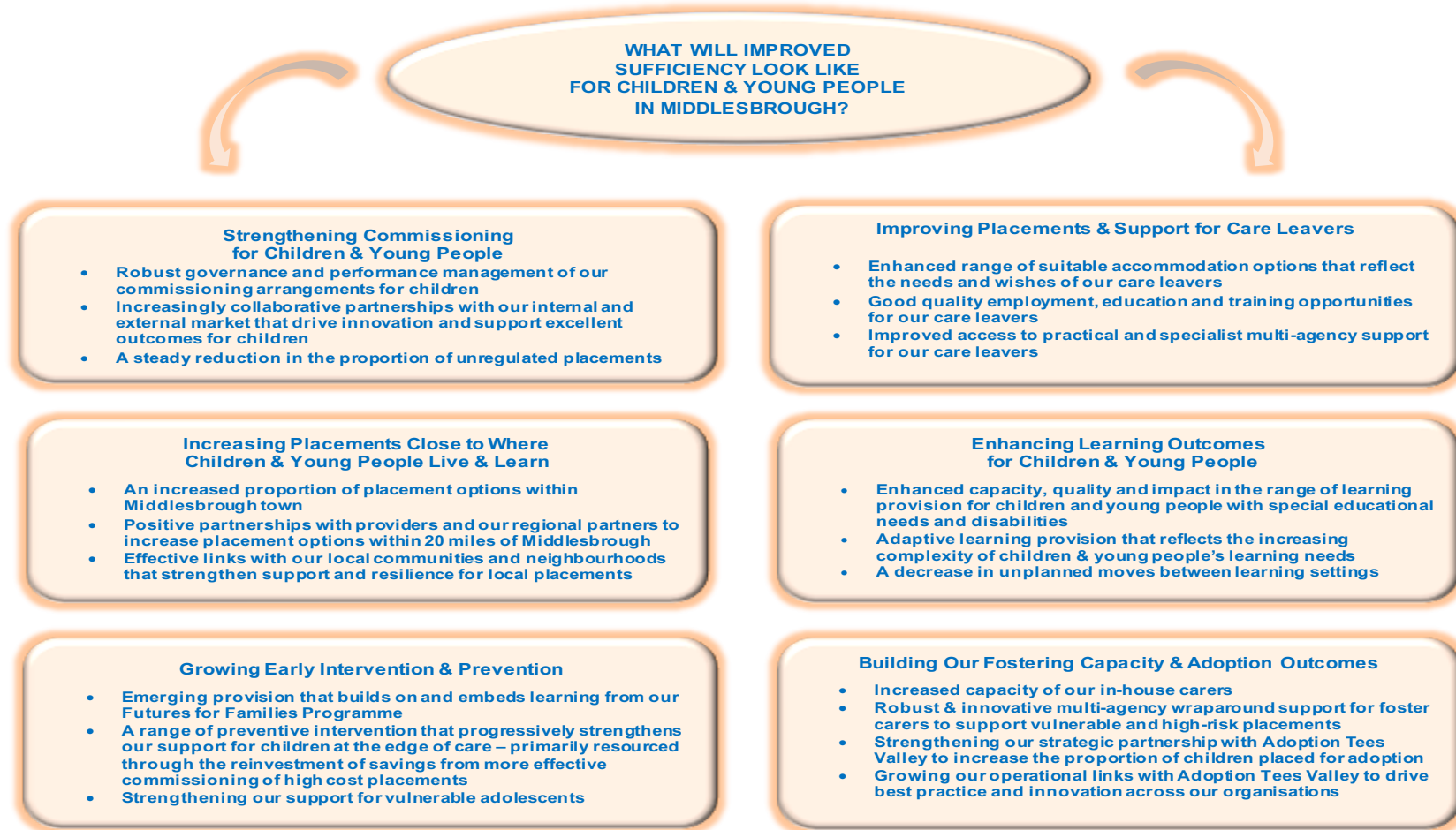
Reference Evidence Summary document for further supporting analysis & data

OUR SUFFICIENCY PRIORITIES

Our six sufficiency priorities have been developed in close collaboration between our Children's Services operational leads and our Commissioning team, and in consultation with our Corporate Team and our Improvement Board partners. This highly collaborative approach is a significant step forward for Middlesbrough and reflects a shift in culture and approach as we focus on delivery of our Strategic Improvement Plan.



HOW WILL WE KNOW WE ARE MAKING A POSITIVE DIFFERENCE?



The specific actions that we need to take to deliver on these six priorities are clearly set out within our Commissioning Action Plan and are embedded within our performance management and self-evaluation framework. Our governance will provide robust oversight and challenge of the impact of our sufficiency arrangements for children and young people in Middlesbrough.

PERFORMANCE SCORECARD FOR OUR CORPORATE PARENTING PROGRAMME (INDICATIVE AT OCT 2020)

Indicator	Measure	2020-21 Target	Middlesbrough		Against Target Trend	Direction of Travel		12 Month Trend	
			Latest #	Latest Value		Prior Month / Quarter			Polarity
						Actual	Trend		
Numbers and Trends									
CP1. Number of children in care in Middlesbrough	Number	618		689		691		Lower is better	
CP2. Gap between Middlesbrough and Regional CiC Rate per 10,000	Rate	84.2		93.6		Not Measured		Smaller is better	
CP3. Ratio of children entering to leaving care in last 12 months	Ratio	<1		1.8:1		1.9:1		Smaller is better	
CP4. Proportion of total CS budget spent on CiC services	%	71.8%		79.4%		71.8%		Lower is better	
CP5. FTE Caseloads between 15-20	%	44.70%		17.3%		19.7%		Higher is better	
Permanency									
CP6. Average number of weeks children spend in care	Weeks	132.4		140.7		139.4		Lower is better	
CP7. Number of CiC where plan of permanence has been ratified	%	95%		59.6%		52.7%		Higher is better	
CP8. Number of permanence arrangements resulting in SGO	%	20%	39	23.0%		22.0%		Higher is better	
CP9. Number of children placed with parents on care orders at home	%	5%	85	12.3%		12.9%		Lower is better	
CP10. Number of children secured in adoptive placements	%	10%	13	8.0%		7.0%		Higher is better	
CP11. Average time in days between entering care and placed in adoptive placement	Days	541		569		531		Lower is better	
Sufficiency and Placements									
CP12. Number of children placed outside of 20 miles of home postcode	%	15%		18.0%		17.0%		Lower is better	
CP13. Number of children placed in in-house foster placements	%	21%	131	19.0%		18.4%		Higher is better	
CP14. Number of children placed with Connected Carers	%	29%	215	31.2%		31.1%		Lower is better	
CP15. Number of children in residential placements	%	10%		11.2%		12.2%		Lower is better	
CP16. Number of children in external residential placements	%	3%		3.5%		3.8%		Lower is better	
CP17. Number of children in single placements in last 12 months	%	70%	476	69.0%		69.5%		Higher is better	
CP18. Number of Care Leavers remaining with former foster parents	%	12%	14	9.5%		10.7%		Higher is better	
CP19. Number of CiC/CL placement breakdowns in last 12 months	%	5%		2.8%		2.7%		Lower is better	
Quality and Impact									
CP20. Number of FFF young people who were on the edge of care and did not become Looked After	%	80%		100.0%		100.0%		Higher is better	
CP21. Number of IRO challenges resolved at Stage 1 or 2 (i.e. informally or first formal stage)	%			Awaiting Data				Higher is better	
CP22. Number of Post 16 CiC in EET	%	65%		61%		60%		Higher is better	
CP23. Number of Care Leavers in EET	%	54%		48.0%		49.0%		Higher is better	
CP24. Number of Care Leavers in Suitable Accommodation	%	95%		90.8%		92.6%		Higher is better	
CP25. Number of children sustained in a fragile placement where assessed as high risk of breakdown	%	80%		100.0%		100.0%		Higher is better	
CP26. Number of CiC/CL audits rated 'Good' or 'Outstanding'	%	20%		0.0%		Not Measured		Higher is better	

*Targets shown are for 2020-21.
Annual 2021-22 and 2022-23 targets are currently being set. In addition there are a small number of additional quality and impact indicators that are being developed which will be added to the scorecard.*

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Report of:	Director of Public Health: Mark Adams Executive Member for Adult Social Care and Public Health: Councillor Dorothy Davison Director of Education, Prevention and Partnerships: Rob Brown Executive Member for Communities and Education: Councillor Mieka Smiles
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Submitted to:	Executive - 16 March 2021
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Subject:	Acceptance of the Holiday Activities Fund 2021 Grant
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Summary

Proposed decision(s)
That the Executive approves that: <ul style="list-style-type: none"> Delegated authority is granted to the Director of Public Health to accept the Holiday Activities Fund 2021 grant. The Director of Public Health in consultation with the Director of Education, Prevention and Partnership, Executive member for Adult Social Care and Public Health and Executive Member for Communities and Education, receives delegated authority to sign off future implementation plans and allocate funding up to £150,000 per provider to deliver the Holiday Activities Fund programme.

Report for:	Key decision:	Confidential:	Is the report urgent?
Executive	Yes – over £150,000 and more than 2 wards will be affected.	This report is not confidential.	For the purposes of the call-in procedure, this report is not urgent.

Contribution to delivery of the 2018-22 Strategic Plan		
Business Imperatives	Physical Regeneration	Social Regeneration
		The proposed recommendations are in line with the ambitions of the social regeneration strategy

Ward(s) affected
All

What is the purpose of this report?

- The report provides detail on the Holiday Activities Fund 2021 (e.g. the delivery requirements) and asks that Middlesbrough Council accepts the grant on offer.

Why does this report require a Member decision?

- The decision is required as the grant is over £150,000 and affects more than two wards.

Report Background

- School holidays can be pressure points for some families because of increased costs and reduced incomes – some children from lower-income families are more likely to experience ‘unhealthy holidays’ in terms of nutrition and physical health and are less likely to access fun

activities. Parents from food insecure households report greater stress levels during the school holidays, impacting on mental wellbeing.

There is also evidence for greater learning loss during the school holidays (particularly summer) in children from lower-income families, particularly around spelling.

Over recent years, the Government has piloted a range of approaches to delivering school holiday activities with the aim of providing free healthy meals and fun activities to disadvantaged children. In November 2020, they announced that Local Authorities would be allocated a share of £220 million to expand the Holiday Activities Fund (HAF) programme in 2021 so that it is available for every child and young person eligible for free school meals (FSM).

The grant being made available to Middlesbrough Council is listed below, alongside the other Teesside Local Authorities.

Local authority name	2020/21 FY	2021/22 FY	Total indicative allocation
Hartlepool	£63,000	£563,500	£626,500
Middlesbrough	£105,340	£942,130	£1,047,470
Redcar and Cleveland	£69,990	£625,960	£695,950
Stockton-on-Tees	£91,500	£818,350	£909,850

Broadly, the requirements of the HAF programme 2021 are:

- Healthy (hot) meals to School Food Standards
- Enrichment activities
- Physical activity and nutrition education
- Signposting and referrals to services and support that would benefit the children who attend their provision and their families (e.g. Housing Support Officers, Affordable Warmth Advisors)
- Inclusive and accessible provision
- At least 4 hours for 4 days a week – for 4 weeks in the summer, and for a week in Easter and Christmas
- Ofsted registered providers where appropriate

The free holiday club places must be targeted at children and young people who are eligible for and receiving benefits-related free school meals (8,393 in Middlesbrough at October 2020 half term).

If we can show that we are offering the programme across the geographical area and fully meeting demand from free school meal eligible children in the area, then with permission from the Department for Education up to 15% of the funding can be used to provide free or subsidised holiday club places for children who are not in receipt of benefits-related free school meals but who are considered by the local authority as vulnerable or in need of this provision.

The Department for Education have confirmed that 10% of the local grant can be allocated to the management and co-ordination of the HAF programme.

The Easter provision will likely need to be remote delivery (e.g. food parcels and guided learning), whilst the Department for Education are hopeful that face-to-face delivery will be possible from the summer onwards.

The HAF programme will need to link with and complement wider, relevant activities such as summer catch up activities which are the responsibility of other partners (e.g. schools) to deliver. The responsibility of the Local Authority in delivering the HAF is to coordinate free holiday provision - including healthy food and enriching activities - for children who receive benefits-related free school meals.

A further update paper will be provided to the Executive in June 2021.

What decision(s) are being asked for?

4. Permission is sought to accept the HAF programme grant and implement the activities.

Why is this being recommended?

5. Poverty is a significant issue in Middlesbrough, with 31.4% of children living in low income families. The school holidays pose additional stresses on these families. The provision of the HAF programme locally – alongside other holiday hunger and wider food poverty work – will alleviate some of these stress and benefit our most in need children, particular in terms of holiday learning loss.

Other potential decisions and why these have not been recommended

6. Given the scale of the issue, no other options are likely available.

Impact(s) of recommended decision(s)

7. The HAF programme will have a variety of positive impacts on local children, young people and their families – for example, improved/sustained physical activity and nutrition during the holiday periods and a reduced risk of learning loss.

Equality and Diversity

8. There will be no negative, differential impact on diverse groups and communities associated with this report.

Legal

9. Relevant procurement and legal requirements will need to be met.

Financial

10. See section 3.

Policy Framework

11. The proposed action has no impact on the Council's policy framework.

Equality and Diversity

12. Equality Impact Assessments may be required to ensure that the provision is accessible to all relevant communities.

Risk

13. Relevant risk assessments will be required for all provision of the HAF programme.

Actions to be taken to implement the decision(s)

14. Progress on implementation of the HAF programme will be provided on a regular basis to Children's Services and Public Health DMTs.

Background papers

15. The Department for Education has recently shared two relevant documents, which are supplied alongside this paper:

- Grant Determination Letter (Section 31 Grant Determination for the Holiday Activities and Food Programme 2021: No 31/5325).

- Grants to Fund Local Coordination of Free Holiday Activities and Healthy Food for Disadvantaged Children during 2021 - Guidance for Local Authorities.

Contact: Scott Lloyd, Advanced Public Health Practitioner

Email: scott_lloyd@middlesbrough.gov.uk

Additional update

16. On Tuesday 2nd March 2021, the Department for Work and Pensions extended the COVID Winter Grant Scheme to cover the whole of the Easter holidays (previously due to end 31st March 2021), with Middlesbrough receiving £229,320. It has been agreed that this funding will be utilised to fund vouchers for free school meal eligible families, leaving the Holiday Activities Fund grant to provider enrichment activities during the Easter holidays. Confirmed plans for this provision will be shared with the Director of Education, Prevention and Partnership, Executive member for Adult Social Care and Public Health and Executive Member for Communities and Education by 19th March 2021.

Report of:	Director of Regeneration and Culture: Richard Horniman Executive Member for Communities and Education: Councillor Mieka Smiles Executive Member for Environment: Councillor Dennis McCabe
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Submitted to:	Executive - 16 March 2021
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Subject:	Teessaurus Park Improvements
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Summary

Proposed decision(s)
That Executive approves funding of £250,000 for the proposed improvements to Teessaurus Park.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Decision	Yes - over financial threshold	No	No

Contribution to delivery of the 2018-22 Strategic Plan		
People	Place	Business
The developments to the park will provide a much improved outdoor leisure facility for people who live and work in and visit Middlesbrough.	The developments to the park will assist in enhancing the look of the town and provide an improved recreational outdoor space.	The developments to the park will help to strengthen national perceptions of the town by improving a unique park.

Ward(s) affected
Central Ward

What is the purpose of this report?

1. To seek Executive approval for funding of £250,000 for the proposed improvements to Teessaurus Park.

¹ Remove for non-Executive reports

Why does this report require a Member decision?

2. The proposed investment is £250,000 which exceeds the financial threshold and therefore requires a Member decision.

Report Background

3. Teessaurus Park is a unique visitor attraction that has long been part of Middlesbrough's cultural USP. The park attracts visitors from across the north, and has been synonymous with Middlesbrough since its opening in 1979. The park has provided opportunities for children, families and adults to enjoy the area, and the access to the river.
4. As with any park or leisure space, there is a constant need to update the offer, and ensure that the attraction continues to support Middlesbrough's desired cultural image.
5. To facilitate this, a working group comprising of the two Executive Members and the Director cited at the beginning of this report, along with Director of Environment and Community Services and relevant officers was set up in 2020 and explored options for improving Teessaurus Park. A range of improvements were identified and costings gathered and aligned to the improvement plan.
6. The proposed improvements to the park to be funded from the £250,000 capital investment are as follows:
 - 40ft café unit to include internal toilets and customer seating, full kitchen and appliances, a serving hatch for take away refreshments. It is proposed that the operation of the café is outsourced and managed by an independent business.
 - Enhanced lighting throughout the park to be installed on columns and located to illuminate paths and the dinosaur sculptures.
 - Improved footpaths throughout the park to improve accessibility.
 - Mains utilities provision to the park of electricity, water and drainage.
 - Children's zip wire and embankment slide to help increase visitor dwell time.
 - Accessible children's play equipment for children with disabilities.
 - Installation of three CCTV cameras mounted to columns
 - Motion sensors and sound system installed on columns close to dinosaur sculptures to make dinosaur sounds when visitors pass them.
 - Points of interest around the park including installation of large outdoor fixed dinosaur-themed jigsaw puzzles and large dinosaur footprints.
 - Improved signage to direct visitors to the park from the A66.
 - Improved new signage around the park including educational signage providing information on each dinosaur.
 - Development of a marketing campaign to increase visitor numbers and creation of a brand for the park.
7. Subject to Executive approval, the improvement works would commence in late May 2021 with Planning Permission application, followed by a procurement exercise to tender for the purchase of the café unit and site works would be expected to commence in May and be completed in late September 2021.

What decision(s) are being asked for?

8. That Executive approves funding of £250,000 for the proposed improvements to Teessaurus Park.

Why is this being recommended?

9. The proposal to improve Teessaurus Park is recommended to enhance, develop and further market the presence of the popular and unique visitor attraction within the town. This unique offer will benefit the people who live and work in Middlesbrough and also to enhance the town's leisure offering to visitors, aiming to increase and develop visitor attendance from the wider Tees Valley. The outlined developments would increase visitor dwell time at the park which offers large open green spaces, free admission, free car parking and leads on to popular walking routes along the River Tees.
10. The proposed improvements would make the park more of an inclusive environment for everyone due to the improved paths and walkways and the installation of accessible play equipment for children with disabilities. The park could become a great venue to host outdoor events and educational paleontology sessions for school children could be held there.
11. Increased marketing and interpretation opportunities are proposed to increase awareness of this unique outdoor space, access to the river and increase the knowledge of the presence of a series of playful public art pieces within the town. It is felt that it is important to connect the park up with the wider public art plans for the town and the importance of connecting local people with cultural and heritage assets. Working with the marketing and communications team will develop a comprehensive plan to promote the park to audiences in Middlesbrough, the Tees Valley and the Wider North East Region.
12. Sponsorship for some improvements could be explored with local businesses and a marketing campaign could be developed to identify a brand for the park and to increase awareness of the site.
13. Overall, the proposed developments would improve this much-loved leisure facility which is truly unique in the Tees Valley and North East of England and growing on our reputation of offering high quality green spaces. It would be the aspiration to work towards green flag award ensuring Middlesbrough continues to develop vibrant opportunities.
14. Initial stakeholder consultation has been undertaken with the Executive Member for Culture and Communities and the Executive Member for Environment and Community Services and is not statutorily required.
15. The proposal to improve Teessaurus Park has not been examined by the Overview and Scrutiny Board or by a Scrutiny Panel.

Other potential decisions and why these have not been recommended

16. An alternative option which was considered was to leave the park in its current condition and not improve it any further. This option is not recommended as it will

not assist with improving visitor numbers to the town and will not provide an improved leisure offering to residents and those who work in Middlesbrough.

Impact(s) of recommended decision(s)

Legal

17. None.

Financial

18. The investment of £250,000 will be in addition to the Council's current capital investment strategy.

Policy Framework

19. Approval of the recommendation will not affect any part of the Council's Policy Framework.

Equality and Diversity

20. Protected groups would not be adversely affected by the proposal to improve Teessaurus Park.

Risk

21. No risks being addressed by the recommended decision and no risks are being reduced as a result of approval.

Actions to be taken to implement the decision(s)

22. Should Executive approve the proposal to improve Teessaurus Park, the next steps would be as follows (with approximate timescales outlined) and the progress of the development works would be monitored as part of the Strategic Plan delivery tracker:

- Apply for Planning Permission – April 2021
- General site works commence (subject to Planning Permission) – June 2021
- Installation of utilities to site – June 2021
- All works completed – August/September 2021
- Procurement exercise for café unit – tender will be prepared during the improvement works

Appendices

23. None.

Background papers

24. No background papers were used in the preparation of this report.

Report of:	Director of Environment and Community Services: Geoff Field Executive Member for Environment: Councillor Dennis McCabe
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Submitted to:	Executive - 16 March 2021
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Subject:	Improve Recycling Rates and Participation across Middlesbrough
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Summary

Proposed decision(s)
That Executive approve the proposal for an Education and Communications plan to increase recycling across Middlesbrough.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Decision	Yes, impacts two or more wards	No	No

Contribution to delivery of the 2020-23 Strategic Plan		
Business	Place	People
It will support the Councils Strategic plan, Green Strategy and locality working to ensure Middlesbrough Council is net carbon neutral by 2029.	The Proposal does not directly impact on the Councils Physical Regeneration strategic objectives. However, encouraging more our residents to manage their waste responsibly and improving recycling rates has a positive impact on the local environment & adds support to the councils Green strategy	It supports the Strategic Plan as we will be working with communities and other public services to improve the lives of our residents.

Ward(s) affected
The proposal impacts across all wards

¹ Remove for non-Executive reports

What is the purpose of this report?

1. To seek approval from the executive on the implementation of a Recycling Education and Communications plan.

Why does this report require a Member decision?

2. The proposal affects more than two wards and therefore is considered a key decision requiring approval by the Executive.

Report Background

3. The council has set out an ambitious vision through the emerging Green Strategy to rise to the challenge of climate change and meet our obligations through the Government's Environment Bill:
 - To ensure Middlesbrough Council is net carbon neutral by 2029.
 - To ensure Middlesbrough as a town is net carbon neutral by 2039.
 - For Middlesbrough to be a lead authority on environmental issues.
4. How the council deals with its waste is a significant part of the council's proposals around its Green Strategy.
5. Currently in Middlesbrough, we are recycling 33.49% of the waste produced by households.
6. We wish to develop a community education plan that delivers increased waste awareness and promote recycling. We would hope to move towards target of recycling 35% by December 2023.
7. To enable Middlesbrough Council to improve recycling we need to change resident's behaviours/attitudes towards recycling.
8. Key milestones are to be incorporated into the plan, to enable a measurement of performance against the intended outcomes:
 - Develop a communications and marketing plan – By June 2021
 - Develop an education plan to raise awareness of recycling across Middlesbrough – By June 2021
 - Develop a plan to work with education establishments – Commencing July 2021
 - Begin working with schools on Waste Minimisation and Recycling – Commencing September 2021
 - To have an active schools environmental sustainability programme with all schools by July 2023
9. We would embark on a substantial Education and Awareness programme where we would look to work with, the following partners, but not be limited to. We will work with these external stakeholders to assist them in forming relevant/practical solutions to improving their recycling rates
 - a. Middlesbrough Schools & Colleges
 - b. Teesside University

- c. Social Housing organisations
- d. Middlesbrough Environment City
- e. Local Businesses
- f. Thirteen Housing Group
- g. Community Hubs

10. To go alongside the education programme we would undertake a comprehensive communications and marketing plan which would include:

- Vehicle side advertising
- Assisting external stakeholders in developing recycling policies/procedures
- Recycling Roadshows (maximising recycling opportunities)
- Good practices on recycling and reducing waste
- Bin tags / stickers
- Social Media Updates
- Website updates
- Press Release / Editorial
- Love Middlesbrough Adverts / Editorial
- Staff Intranet Updates
- Staff Facebook
- Members Briefing

What decision(s) are being asked for?

11. That Executive approve the recycling education and promotional approach highlighted above.

Why is this being recommended?

12. The proposed changes would support the council's Green Strategy and therefore aid achieving a Net Carbon Neutral status by 2029. It will improve the council's current recycling rate toward the current Government target of 50% by 2020. NB, the Government are currently reviewing this target as part of the resource waste strategy. It will also embed the vision of the Council to be the lead authority on all Environmental issues.

Other potential decisions and why these have not been recommended

13. No other potential decisions.

Impact(s) of recommended decision(s)

Legal

14. There are no legal implications.

Financial

15. This approach will be funded through existing resources.

Policy Framework

16. The report sets out a proposal in accordance with the Council's approach to the delivery of efficient services.

Equality and Diversity

17. An Impact Assessment has been carried out.

Risk

18. The risk is that if the proposal is not accepted then there would be no shift toward recycling initiatives. In turn, we will not see any significant increase recycling rates in Middlesbrough.

19. We would not be aspiring to a greener Middlesbrough in line with our emerging Green Strategy and therefore not meet the Mayors ambition of ensuring our town is an absolute leader on environmental issues.

Environmental

20. If the proposal is agreed there will be a number of environmental benefits:

- A reduction in residual waste going to landfill
- a reduction in residual waste going to energy for waste
- a better understanding for what residents can/can't recycle in turn reducing residual non-recyclable waste
- Uplift in Middlesbrough's recycling rates helping toward our local target of recycling 37% by 2022
- reduced risk of land contamination
- Will contribute toward the Councils emerging Green Strategy.
- Will support the Councils aim to become Net Carbon Neutral by 2029
- Increased awareness of Environmental benefits of recycling

Actions to be taken to implement the decision(s)

21. Agree to approve the proposals for improving recycling levels within Middlesbrough,

22. A Communication, Marketing & Education campaign will be undertaken informing residents of the drive/campaign and how they can contribute.

23. To link this with colleagues in Stronger Communities so as it is picked up through the Locality working initiative.

Appendices

24. Equality impact assessment. There are no impacts.

Background papers

25. There were no background papers used in this report.

Contact: Philip Shaw
Email: Philip_shaw@Middlesbrough.gov.uk .

Template for Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Improve Recycling Rates & Participation across Middlesbrough			
Coverage:	Middlesbrough residents			
This is a decision relating to:	<input checked="" type="checkbox"/> Strategy	<input checked="" type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input checked="" type="checkbox"/>	Revision of an existing approach:	<input type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	That Executive approve the proposal for an Education and Communications plan to increase recycling across Middlesbrough.			
Live date:	February 2021			
Lifespan:	Continuous			
Date of next review:	Only required if change in legislation or Council/Government Strategy			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposal will not impact on human rights.
Equality 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?*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposal will not have any adverse differential impacts on groups or individuals.
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not directly relevant to decision. There are no concerns the proposals could impact on community cohesion.
Next steps: ➡ If the answer to all of the above screening questions is No then the process is completed. ➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.				

Assessment completed by:	C Coverdale	Head of Service: A Mace	
Date:	23/02/2021	Date:23/02/2021	

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

Report of:	Director of Regeneration of Culture: Richard Horniman Executive Member for Regeneration: Councillor Ashley Waters
Submitted to:	Executive - 16 March 2021
Subject:	Voluntary Registration of Land at The Avenue, Nunthorpe as a Village Green

Summary

Proposed decision(s)
That Executive approves an application seeking the voluntary registration of land at The Avenue, Nunthorpe as a Village Green.

Report for:	Key decision:	Confidential:	Is the report urgent?¹
Decision	No	No	No

Contribution to delivery of the 2018-22 Strategic Plan		
Business Imperatives	Physical Regeneration	Social Regeneration
Registration as a Village Green will make most effective use of the land in support of the Council's physical and social regeneration agendas	Registration as a Village Green will provide improved facilities that will assist in enhancing the quality of life of residents living in the area.	Registration as a Village Green will protect a valued asset that will help improve the physical, mental, and social wellbeing of the community,

Ward(s) affected
Nunthorpe ward.

What is the purpose of this report?

- To seek approval to submit an application seeking the voluntary registration of land at The Avenue, Nunthorpe as a Village Green.

Why does this report require a Member decision?

2. The decision to change the status of Council owned land to that of a Village Green, and to submit an application seeking the same, is not an officer decision and is not covered by the scheme of delegation. As a consequence it requires an Executive decision.

Report Background

3. The Avenue site is a Council owned open space of 2.74 Ha (6.76 acres). It is used for informal recreation, and forms a valuable amenity space serving the Nunthorpe community. The site is protected as primary open space within the Councils Local Plan (2014). In recognition of the importance of the open space to the local community approval is now sought to voluntarily designate the site as a Village Green.
4. Section 15(8) of the Commons Act 2006 makes provision for landowners to voluntarily seek to have their land registered as Village Green if they so wish. The process for doing so involves submitting to the registration authority the required application form, with accompanying site plan and a statutory declaration that the applicant is the landowner. The required application form and accompanying documentation is included as Appendix 1 to this report. An application for voluntary designation cannot be rejected by the registration authority. The Council is the registration authority and any application for designation will need to be considered by the Licensing Committee.
5. Once registered as Village Green the land will be protected from development or change. Registration of land as a Town or Village Green means that the residents of the locality will have the right to use the land for lawful sports and pastimes. The piece of land will be recorded in a legal document known as the Register of Town or Village Greens. As such it is a criminal offence to:
 - wilfully cause injury or damage to any fence on a green;
 - wilfully take any cattle or other animals onto a green without lawful authority ;
 - wilfully lay any manure, soil, ashes, rubbish or other material on a green;
 - undertake any act which causes injury to the green;
 - undertake any act which interrupts the use or enjoyment of a green as a place of exercise and recreation;
 - encroach on a green; or
 - enclose a green.Such constraints may prevent planting or the placement of structures on the Village Green, so provided that the continued enjoyment of the registered land as a place of exercise and recreation is not interrupted then so form of limited planting which maintains this role such as the management of woodland areas may be acceptable.
6. A search of the Title Deeds reveals that there are two sewers which cross the site and rights exist to maintain these and other drainage. Works required to maintain the drainage would be considered a criminal offence as stated in paragraph 5 above. As such it is proposed to exclude these parts of the site from the Village Green registration.

What decision(s) are being asked for?

7. That Executive approves an application seeking the voluntary registration of land at The Avenue, Nunthorpe as a Village Green.

Why is this being recommended?

8. The land at The Avenue, Nunthorpe is a valued open space resource that benefits the local community. Village Green status recognises its importance and role in the local community and represents the most appropriate course to seek to protect it in perpetuity.

Other potential decisions and why these have not been recommended

9. Two alternative options were considered
 - i. to retain current designation and status of the land without Village Green registration; and,
 - ii. that the land is designated as Local Greenspace in the forthcoming Local Plan review. Whilst this offers more protection than the current status of the land, the designation could be removed via a subsequent review of the Local Plan.

Impact(s) of recommended decision(s)

10. The principal impact of the registration as Village Green will mean that the land is in effect protected in perpetuity from development. The legislation does allow for the deregistration of Village Greens, this process involves extensive consultation and any decision to deregister will be taken by the Secretary of State. As part of this process an alternative site must be identified to replace the land it is proposed to deregister,

Legal

11. The application to voluntarily register the land as Village Green is made in accordance with the provisions of section 15 (8) of the Common Land Act 2006. As the registration is being sought voluntarily the freehold of the land remains with the Council. Parts of the site are subject to wayleave and access to drainage covenants. Given the rights that these covenants provide the area of land to which they apply are excluded from the application for registration.

Financial

10. There are no financial implications for the Council over and above existing obligations for the maintenance of the land. As registration prevents the site from being developed the land will have no development value in the short and long term. The site is not identified for disposal and as such is not factored into the Council's MTFP. The land is held on the Council's Asset Register as 'public open space' at a value of £xxx,xxx reflecting its lack of development potential. This figure will not be affected by its registration as Village Green.

Policy Framework

11. The decision to voluntarily register the land as Village Green is in accordance with the Council's adopted Local Plan (2014) which protects it as green wedge and primary open space.

Equality and Diversity

12. The registration of the land as a Village Green has been subject to an initial Impact Assessment (IA), which accompanies this report (see Appendix 2). This identifies that a full IA is not necessary.

Risk

13. Protection of the land as Village Green will deliver on the Mayor's pledges with regards to the protection of key green spaces. The principal risk associated with not seeking to protect the land from development as a Village Green is one of reputational damage with the community.
14. There is a risk that such a designation will lead to pressure for the designation of further sites within Council ownership for Village Green status. Each will need to be considered on its own merits and an assessment made of the role of the open space, including the community it serves and the appropriate method of protection.

Actions to be taken to implement the decision(s)

15. On approval the application form attached at Appendix 1 to this report will be submitted for consideration by the Licensing Committee.

Appendices

Appendix 1: Application form to seek voluntary registration as a Village Green
Appendix 2: IA

Background papers

No background papers were used in the preparation of this report.

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Commons Act 2006: Section 15**Application for the registration of land as a Town or Village Green**

Official stamp of registration authority
indicating valid date of receipt:

Application number:

Register unit No(s):

VG number allocated at registration:

(CRA to complete only if application is successful)

Applicants are advised to read the 'Guidance Notes for the completion of an Application for the Registration of land as a Town or Village Green' and to note the following:

- All applicants should complete questions 1–6 and 10–11.
- Applicants applying for registration under section 15(1) of the 2006 Act should, in addition, complete questions 7–8. Section 15(1) enables any person to apply to register land as a green where the criteria for registration in section 15(2), (3) or (4) apply.
- Applicants applying for voluntary registration under section 15(8) should, in addition, complete question 9.

Note 1

*Insert name of
registration
authority.*

1. Registration Authority

To the

Middlesbrough Borough Council

Note 2

If there is more than one applicant, list all names. Please use a separate sheet if necessary. State the full title of the organisation if a body corporate or unincorporate.

If question 3 is not completed all correspondence and notices will be sent to the first named applicant.

Note 3

This question should be completed if a solicitor is instructed for the purposes of the application. If so all correspondence and notices will be sent to the person or firm named here.

2. Name and address of the applicant

Name:

Full postal address:

Telephone number:
(incl. national dialling code)

Fax number:
(incl. national dialling code)

E-mail address:

3. Name and address of solicitor, if any

Name:

Firm:

Full postal address:

Telephone number:
(incl. national dialling code)

Fax number:
(incl. national dialling code)

E-mail address:

Note 4

For further advice on the criteria and qualifying dates for registration please see section 4 of the Guidance Notes.

** Section 15(6) enables any period of statutory closure where access to the land is denied to be disregarded in determining the 20 year period.*

4. Basis of application for registration and qualifying criteria

If you are the landowner and are seeking voluntarily to register your land please tick this box and move to question 5.

Application made under **section 15(8)**:

If the application is made under **section 15(1)** of the Act, please **tick one** of the following boxes to indicate which particular subsection and qualifying criterion applies to the case.

Section 15(2) applies:

Section 15(3) applies:

Section 15(4) applies:

If **section 15(3) or (4)** applies please indicate the date on which you consider that use as of right ended.

If **section 15(6)*** applies please indicate the period of statutory closure (if any) which needs to be disregarded.

5. Description and particulars of the area of land in respect of which application for registration is made

Name by which usually known:

The Avenue

Location:

The Avenue, Nunthorpe, Middlesbrough

Shown in colour on the map which is marked and attached to the statutory declaration.

Common land register unit number (if relevant) *

Note 5

The accompanying map must be at a scale of at least 1:2,500 and show the land by distinctive colouring to enable it to be clearly identified.

** Only complete if the land is already registered as common land.*

Note 6

It may be possible to indicate the locality of the green by reference to an administrative area, such as a parish or electoral ward, or other area sufficiently defined by name (such as a village or street). If this is not possible a map should be provided on which a locality or neighbourhood is marked clearly.

6. Locality or neighbourhood within a locality in respect of which the application is made

Please show the locality or neighbourhood within the locality to which the claimed green relates, either by writing the administrative area or geographical area by name below, or by attaching a map on which the area is clearly marked:

The wards, or parts thereof, of Nunthorpe within the Borough of Middlesbrough

Tick here if map attached:

7. Justification for application to register the land as a town or village green

Note 7

Applicants should provide a summary of the case for registration here and enclose a separate full statement and all other evidence including any witness statements in support of the application.

This information is not needed if a landowner is applying to register the land as a green under section 15(8).

NA

Note 8

Please use a separate sheet if necessary.

Where relevant include reference to title numbers in the register of title held by the Land Registry.

If no one has been identified in this section you should write "none"

This information is not needed if a landowner is applying to register the land as a green under section 15(8).

Note 9

List all such declarations that accompany the application. If none is required, write "none".

This information is not needed if an application is being made to register the land as a green under section 15(1).

Note 10

List all supporting documents and maps accompanying the application. If none, write "none"

Please use a separate sheet if necessary.

8. Name and address of every person whom the applicant believes to be an owner, lessee, tenant or occupier of any part of the land claimed to be a town or village green

NA

9. Voluntary registration – declarations of consent from ‘relevant leaseholder’, and of the proprietor of any ‘relevant charge’ over the land

None

10. Supporting documentation

VG1/AM - plan of registration area
VG2/AM - plan of locality served
VG3/AM - Executive approval seeking designation as village green

Note 11

If there are any other matters which should be brought to the attention of the registration authority (in particular if a person interested in the land is expected to challenge the application for registration). Full details should be given here or on a separate sheet if necessary.

11. Any other information relating to the application

Note 12

The application must be signed by each individual applicant, or by the authorised officer of an applicant which is a body corporate or unincorporate.

Date:

Signatures:

REMINDER TO APPLICANT

You are advised to keep a copy of the application and all associated documentation. Applicants should be aware that signature of the statutory declaration is a sworn statement of truth in presenting the application and accompanying evidence. The making of a false statement for the purposes of this application may render the maker liable to prosecution.

Data Protection Act 1998

The application and any representations made cannot be treated as confidential. To determine the application it will be necessary for the registration authority to disclose information received from you to others, which may include other local authorities, Government Departments, public bodies, other organisations and members of the public.

Statutory Declaration In Support

To be made by the applicant, or by one of the applicants, or by his or their solicitor, or, if the applicant is a body corporate or unincorporate, by its solicitor, or by the person who signed the application.

¹ *Insert full name (and address if not given in the application form).*

I.....,¹ solemnly and sincerely declare as follows:—

² *Delete and adapt as necessary.*

1.² I am ((the person (one of the persons) who (has) (have) signed the foregoing application)) ((the solicitor to (the applicant) (³ one of the applicants)).

³ *Insert name if Applicable*

2. The facts set out in the application form are to the best of my knowledge and belief fully and truly stated and I am not aware of any other fact which should be brought to the attention of the registration authority as likely to affect its decision on this application, nor of any document relating to the matter other than those (if any) mentioned in parts 10 and 11 of the application.

3. The map now produced as part of this declaration is the map referred to in part 5 of the application.

⁴ *Complete only in the case of voluntary registration (strike through if this is not relevant)*

4.⁴ I hereby apply under section 15(8) of the Commons Act 2006 to register as a green the land indicated on the map and that is in my ownership. I have provided the following necessary declarations of consent:

- (i) a declaration of ownership of the land;
- (ii) a declaration that all necessary consents from the relevant leaseholder or proprietor of any relevant charge over the land have

Cont/

⁴ *Continued*

been received and are exhibited with this declaration; or
(iii) where no such consents are required, a declaration to that effect.

And I make this solemn declaration, conscientiously believing the
same to be true, and by virtue of the Statutory Declarations Act 1835.

Declared by the said)	
)	
)	
at)	
)	<i>Signature of Declarant</i>
)	
this)	
day of)	

Before me *

Signature:

Address:

Qualification:

*** The statutory declaration must be made before a justice of the peace, practising solicitor, commissioner for oaths or notary public.**

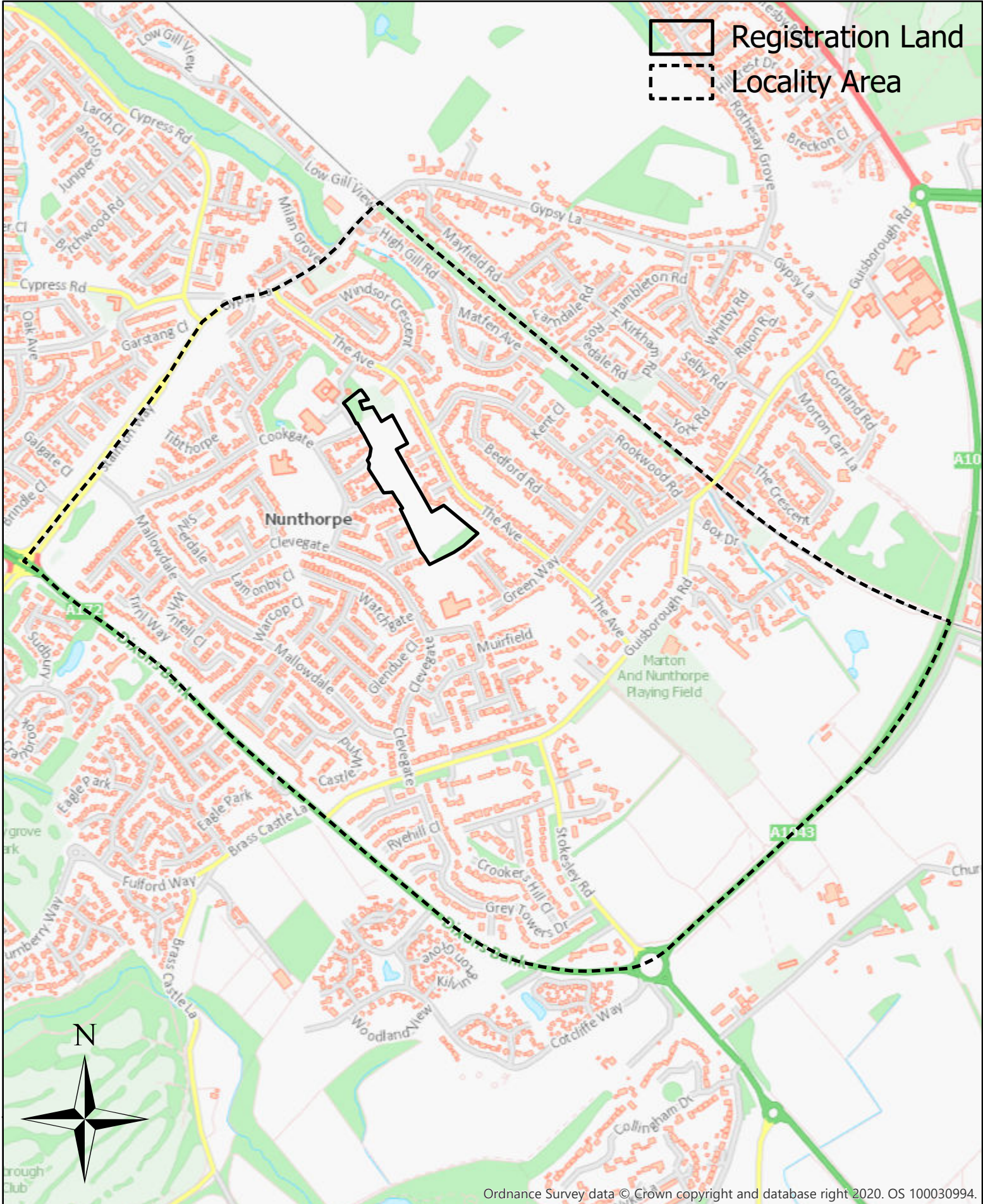
Signature of the statutory declaration is a sworn statement of truth in presenting the application and accompanying evidence.

REMINDER TO OFFICER TAKING DECLARATION:

Please initial all alterations and mark any map as an exhibit

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Registration Land
 Locality Area



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Map Title - Nunthorpe Village Green Locality Plan

Service Area: Planning

Map Reference: Page 107

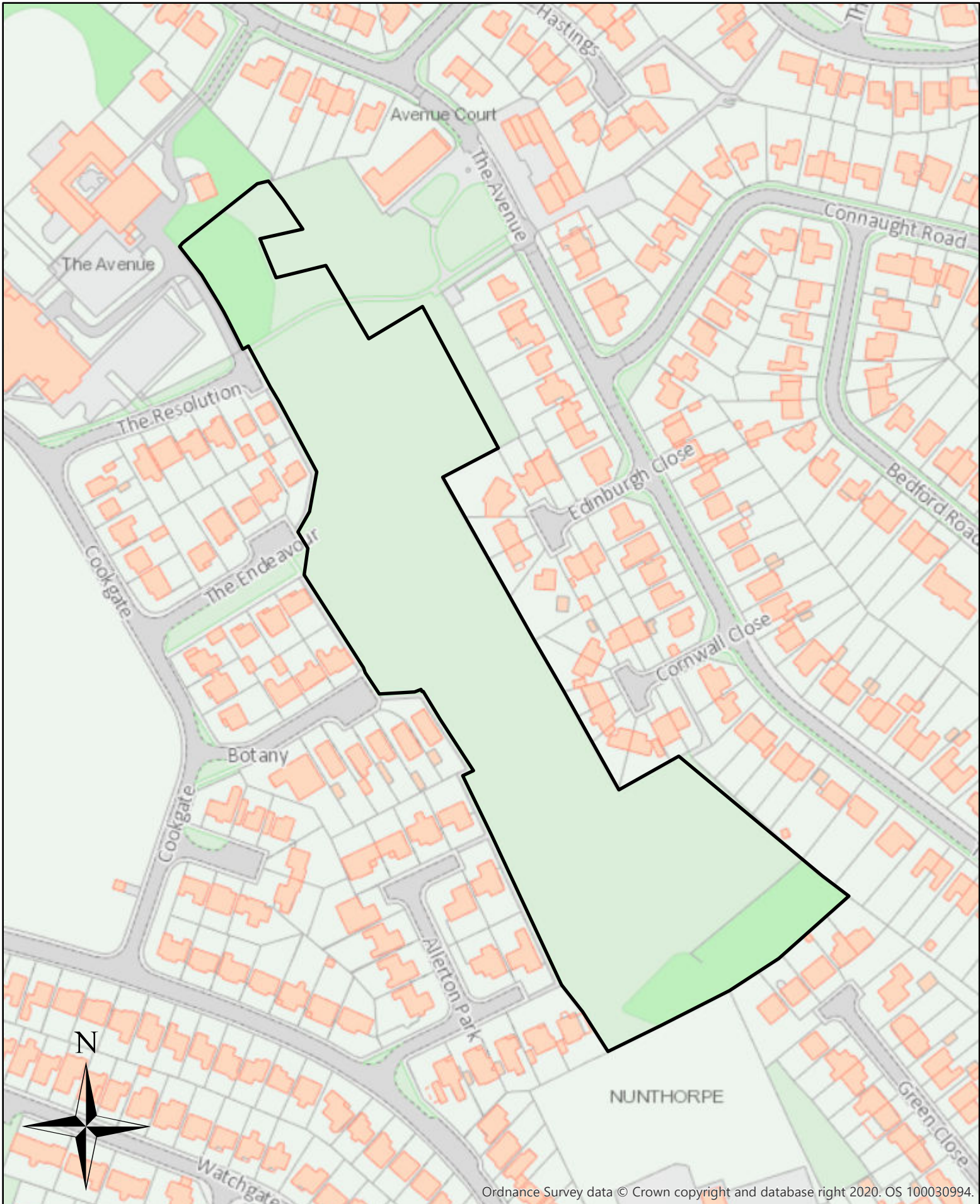
Map created by: J Manders

Scale: 1:10,000@A4

Date - 22/6/20

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Map Title - Registration Land

Service Area: Planning

Map Reference: **Page 109**

Map created by: J Manders

Scale: 1:2,500@A4

Date - 22/6/20

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Appendix 2 – Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Voluntary registration of land at The Avenue, Nunthorpe, as a Village Green			
Coverage:	Site-specific			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input checked="" type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	X	Revision of an existing approach:	<input type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	X
Description:	<p>An Interim Policy on Conversions of Residential Properties has been prepared for use as a material consideration in the determination of planning applications until the revised Local Plan is adopted.</p> <p>Key aims, objectives and activities The key aim is to protect the land at The Avenue, Nunthorpe from development and its voluntary registration as a Village Green</p> <p>Statutory drivers Commons Act 200, Section 15(8) makes provision for the voluntary registration of Village Greens</p> <p>Differences from any previous approach This approach has not been undertaken by the Council previously</p> <p>Key stakeholders and intended beneficiaries (internal and external as appropriate) The Council, and the local community.</p> <p>Intended outcomes To register land at Newfield Crescent as a Village Green</p>			
Live date:	Upon adoption.			
Lifespan:	In perpetuity.			
Date of next review:	Not applicable			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation? *	☒	☐	☐	<p>The registration of the land as Village Green is seeking to protect the community's access to the site for the participation and enjoyment of leisure and recreation activities. The land will be protected in its current form.</p> <p>In light of the above, it is not considered that the guidance will have an adverse impact on different groups or individuals in terms of equality.</p>
Equality 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 registration of the land as Village Green is seeking to protect the community's access to the site for the participation and enjoyment of leisure and recreation activities. The land will be protected in its current form.</p> <p>In light of the above, it is not considered that the guidance will have an adverse impact on different groups or individuals in terms of equality.</p>
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town? *	☒	☐	☐	<p>The registration of the land as Village Green is seeking to protect the community's access to the site for the participation and enjoyment of leisure and recreation activities. The land will be protected in its current form.</p> <p>In light of the above, it is not considered that the guidance will impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town.</p>

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

Screening questions	Response			Evidence
<p>Sustainable Community Strategy objectives</p> <p>Could the decision impact negatively on the achievement of the vision for Middlesbrough? Does the decision impact on statutory duties associated with these key objectives? *</p>	☒	☐	☐	<p>The registration of the land as Village Green is seeking to protect the community's access to the site for the participation and enjoyment of leisure and recreation activities. The land will be protected in its current form.</p> <p>In light of the above, it is not considered that the guidance will impact negatively on the Council's sustainable community strategy objectives.</p>
<p>Organisational management / transformation</p> <p>Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its transformation programme? *</p>	☒	☐	☐	<p>The registration of the land as Village Green is seeking to protect the community's access to the site for the participation and enjoyment of leisure and recreation activities. The land will be protected in its current form.</p> <p>Each application or proposal for Village Green status will need to be considered on its own merits.</p> <p>In light of the above, it is not considered that the guidance will impact negatively on the organisational management or the transformation of the Council's services set out in its transformation programme.</p>
<p>Next steps:</p> <ul style="list-style-type: none"> ➤ If the answer to all of the above screening questions is No then the process is completed. ➤ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed. 				

Assessment completed by:	Paul Clarke	Head of Service:	Paul Clarke
Date:	8 th March 2021	Date:	8 th March 2021

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Report of:	Executive Member for Regeneration: Councillor Ashley Waters Executive Member for Finance and Governance: Councillor Chris Hobson Director of Regeneration and Culture: Richard Horniman Director of Finance: Ian Wright
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Submitted to:	Executive - 16 March 2021
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Subject:	Council Future Office Accommodation - Preferred Option (PART A)
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Summary

Proposed decision(s)
The following is asked of the Executive: a) That the information contained in Part A of the report be noted; and b) That the decision be taken once all the financial or exempt information contained in Part B of the report has been considered.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Decision regarding future accommodation	Yes	No	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
The proposals will retain the central workforce within the town centre, alongside the model of staff placed in localities to contribute to the objective that <i>“We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough”</i>	The proposals will retain the central workforce within the town centre, and within an unused asset to contribute to the objective that <i>“We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes”</i> .	The proposals will enable the Council to secure high quality accommodation for staff that will enable the most cost effective way of <i>“making sure we work as effectively as possible to support our ambitions for People and Place”</i> .

Ward(s) affected
Central Ward

What is the purpose of this report?

1. That Executive considers the building options that have been explored for the future accommodation of Council Staff and approves:
 - a) a departure from Centre North East (CNE) being considered the preferred option due to changing circumstances;
 - b) Fountains Court being the preferred option for the future accommodation of staff; and,
 - c) the purchase of Fountains Court; and,
 - d) a delegated decision to the Director of Regeneration and Culture, Richard Horniman, and the Director of Finance, Ian Wright, with regard to expending the £200,000 contingency set aside in the investment strategy, should it be required.

Why does this report require a Member decision?

2. An Executive decision on 20th December 2019 approved Theakston as the preferred developer and lessor to provide arrangements for the future accommodation of Council staff in CNE.
3. The report to Executive on 27th October 2020 identified that due to changing circumstances, CNE was no longer the preferred option and that a further options appraisal would be required. This report outlines the accommodation options, seeks confirmation to withdraw from the decision to move to CNE and approval to purchase the preferred option.

Report Background

4. As per previous Executive decisions on the matter, the Council needs to find a more financially viable and sustainable location for staff.
5. Many alternatives have been explored, both before the option of One Centre Square was selected, and subsequently since the decision was taken to let that building to First Source.
6. The Executive report of 20th December 2019 identified CNE as a preferred option. Since then the Council has seen significant change in working practices due to Covid-19, with the majority of staff currently working from home. The Council are also in the process of implementing Locality Working where relevant Council staff will be based in the communities they work in. As a result, fewer desks and therefore less office space is required than previously estimated (please see paragraphs 9-14).
7. The impact of these changes has made the proposed move to CNE more expensive and risky. The reduction to the amount of space the Council would require, and therefore an increased reliance upon the commercial potential of the additional, unused space within CNE brings with it additional risk, making a move to CNE far less attractive.
8. The last report to Executive on 27th October 2020 identified that a further options appraisal would be required, as the Council's needs had evolved, as had the wider property market. This report outlines the Council's updated requirements, and how these now fit against the current available options. The report also identifies a preferred option and the next steps required to facilitate the move.

Council Requirements

9. Much has changed since the original specification for Council accommodation was developed. The Covid-19 pandemic has accelerated trends in home working, changed the way that business is undertaken, and changed the expectations of both staff and external contacts.
10. Previous estimations of numbers for occupying a new headquarters were based on a ratio of 6.3 desks per 10 people, which represented a fairly generous allocation to take account of factors such as annual leave, turnover, business travel and occasional homeworking that would reduce the amount of time people were requiring a desk. The recent pandemic has had a significant impact on the way people work, and will expect to work in the future, which would reduce the number of desks required to around 5 desks per 10 people (or possibly even less). This obviously impacts the amount of space required to accommodate the same number of people in the future.
11. The expectation regarding meeting space in the previous specification was also based on a level of physical meetings that simply will not be required in future, as people have adapted to virtual meetings as the default way of operating.
12. The pandemic has accelerated the cultural shift towards agile working, with staff more used to working from home and better used to planning their working week. Therefore the main purpose of people coming together in an office environment is to collaborate and interact on specific workstreams and projects.
13. As a result of these changing circumstances, the Council's brief for future accommodation has also changed:
 - fewer desks are required and for a shorter period of time
 - less formal meeting space
 - more collaboration and 'drop in' space (this would be an allocation of workspaces that are none-bookable and can be used by staff for short periods e.g. between site visits)
 - we can apply a looser concept of 'neighbourhood' areas (teams would be loosely located in the same area of the building)
14. As a result of the above and as new building options have emerged, additional work has been undertaken to re-evaluate the options available to the Council in central Middlesbrough, and provide the information required to inform a decision on future location.

Option Appraisal

15. For consistency, the option appraisal criteria presented in this report is largely as was set out and approved in the Executive report of 20th December 2019, namely:

Strategic Objective	Description
<i>Business Imperatives</i> Cost	Options assessed relative to, and including, One Centre Square business case on an annualised basis: <ul style="list-style-type: none"> • Annual cost of net internal area (sq. ft.) required to accommodate staff; • Annual cost of surplus net internal area (sq. ft.) relative to rental income

	<ul style="list-style-type: none"> • Annual Business Rates liability (multiplier assumption extrapolated from One Centre Square assumptions); and • Annual Estate Charge liability, where applicable (multiplier assumption extrapolated from One Centre Square assumptions).
<i>Business Imperatives</i> CAT A Equivalent Compatibility and Building Warranties	Meeting the requirement (or equivalent) set out in the 'Middlesbrough Council Accommodation Brief Nov 19'.
<i>Business Imperatives</i> 35-year Institutionally Financeable Wrap Lease	The proposal must be marketable to the Council's institutional financiers.
<i>Business Imperatives</i> Civic Campus 'Neighbourhood' Compatibility	The proposal must demonstrate the flexibility and compatibility with modern agile working requirements.
<i>Social Regeneration</i> Ground Floor Contact Centre	Whether the proposal can accommodate the Contact Centre, presently based at Middlesbrough House.
<i>Physical Regeneration</i> Empty Office Refurbishment	Proposals which refurbish existing empty buildings.
<i>Physical Regeneration</i> Desirable 200m Walking Distance to Town Hall & Town Centre; or Acceptable 400m Walking Distance to Town Hall & Town Centre	Accessibility to the Town Hall and retaining demand within the Town Centre are priorities.

16. Since the Executive report of 27th October 2020, First Source have relocated to One Centre Square, resulting in Fountains Court being vacant and for sale. As Fountains Court is close to the existing Council buildings and purchasing it would ensure it is occupied and does not fall into long term vacancy, the opportunity to purchase Fountains Court has been added to the options appraisal.

17. The building options considered in the appraisal (detail available in Part B of the report) are benchmarked against option 1 and are as follows:

- Option 1 – One Centre Square
- Option 2 - CNE
- Option 3 - Wellbeing Towers
- Option 4 - Gurney House
- Option 5 - Fountains Court

18. The previous Executive directions provided a rationale which discounted the refurbishment of the Civic Centre. This rationale has been reaffirmed, as the refurbishment of the existing Civic Centre is unviable given its current condition and the piecemeal way in which it would have to be decanted and refurbished.

19. The Council relocating and vacating the Civic Centre allows it to:

- a) be sold to a developer to refurbish and bring back into use, or,
- b) be demolished and made available as prime town centre development plot.

20. The scores achieved for each option (detail available in Part B of the report) are as follows:

Option 1 – One Centre Square	Option 2 - CNE	Option 3 – Wellbeing Towers	Option 4 – Gurney House	Option 5 – Fountains Court
67.8%	63.8%	70.2%	73.4%	95%

21. Fountains Court is therefore the proposed preferred option. The key benefits of this option are that:

- a) The building has recently been vacated by Firstsource, therefore purchasing and occupying the building would prevent long term vacancy, thus helping to meet our regeneration objectives.
- b) It offers the space and layouts required for staff. At approximately 38,000 sq. ft it can accommodate approximately 335 desks (5 per 10 people) and all previously assumed services, with the exception of the Customer Centre which would remain on the ground floor of Middlesbrough House. Furthermore, the building offers the flexibility to extend with modular space if required in the future.
- c) As the building would be fully occupied by the Council, there is no requirement for the Council to let the vacant space. This in contrast to the CNE option whereby the Council would be taking a commercial risk on vacant space needing to be let.
- d) A recent building survey has confirmed the building is in sound condition and although it requires refurbishment, it would be possible to achieve a very high standard of fit out and an excellent working environment for staff. As it is by far the most economical option to purchase, a good proportion of the investment can be allocated to ensuring a high internal specification.
- e) It is by far the most economically advantageous option. Further due diligence and survey work needs to be undertaken to fully understand the costs, but it is anticipated that the cost of the purchase and fit out of the building can be accommodated within the original fit out budget for One Centre Square. If the detailed due diligence subsequently identifies that this cannot be achieved, a request for an additional allocation of funding would be made prior to work starting. A saving of up to £6.8m would be made when comparing Fountains Court to a generic new build option of the same net internal area.
- f) Moving to Fountains Court would be achieved in a shorter timescale than the other options, particularly any new build options. It is estimated staff could begin to relocate there in autumn 2022.

22. If approved, the next steps would be:

- design work and staff consultation to firm up the requirements;
- tendering and a mobilisation period for the refurbishment and fit out. Any tendering work would take account of the preference to support local businesses and in turn the local economy;
- on site works; and,
- staff could begin to move there in autumn 2022.

What decision(s) are being asked for?

23. The following is asked of the Executive:

- a) That the information contained in Part A of the report be noted; and
- b) That the decision be taken once all the financial or exempt information contained in Part B of the report has been considered.

Why is this being recommended?

24. The last report to Executive on 27th October 2020 identified that a further options appraisal would be required, as the Council's needs had evolved, as had the wider property market. This report outlines the Council's updated requirements, and how these now fit against the current available options.

25. The report identifies Fountains Court as the preferred option as it is the most economically viable option whilst still meeting the Council's requirements and regeneration aspirations. It is recommended that Fountains Court is purchased with the intention of refurbishing the building, ready for staff to relocate.

26. The subject of this Executive report has not been examined by the Overview and Scrutiny Board or by a Scrutiny Panel.

Other potential decisions and why these have not been recommended

27. The Council could:

Do nothing:

28. The principle that the Council should relocate to a new office building has been established by previous Executive direction. The Civic Centre would require significant investment to bring it up to an acceptable standard and is not an economically viable option in the long-term.

Continue to proceed with the CNE option:

29. The Council could continue to proceed with leasing and occupying CNE. However, CNE is unlikely to meet the Council's evolving needs and this will result in higher costs and greater risks than necessary.

Pursue another option highlighted in the report:

30. This is not recommended, predominantly because they are not as economically viable, carry greater risks and also prolong the timescales for relocation.

Impact(s) of recommended decision(s)

Legal

31. If Executive approve the preferred option, and following due diligence, the Council will purchase Fountains Court with the intention of relocating some of its staff and services there.

Financial

32. If Executive approve the preferred option, the Council will purchase Fountains Court at a cost identified in Part B of the report and refurbish and fit it out to make it suitable for its staff. It is anticipated that the cost of the fit out, and the purchase of the building can be accommodated within the original fit out budget for One Centre Square. If the detailed due diligence subsequently identifies that this cannot be achieved, a request for an additional allocation of funding would be made prior to work starting. When comparing Fountains Court to a new build option with the same Net Internal Area, there would be a saving of up to £6.8m.

Policy Framework

33. The decision will be within the existing policy framework.

Equality and Diversity

34. An Impact Assessment is not required as the proposals will not have an impact on protected groups. In line with building regulations, the final design of the accommodation will be fully accessible.

Risk

35. The relevant risks this decision would influence are cited below, with an explanation as to why they are relevant and how it would affect each risk.

01-052	Substantial areas of the town have high residential voids/low sales values and high population churn, effectively creating market failure resulting in significant social consequences which in turn have implications for Council resources and service delivery. Such an approach is unsustainable and will result in the need for significant market invention at great cost to the Council.	It is stated in the report that the preferred option is now a void property in the town so this will have a positive impact on this risk.
01-005	If poor economic growth occurs, then this will reduce public and private sector investment in the town, including town centre retail, housing development and business.	The report mentions that the Civic Centre is not a viable option anymore and if the land is freed up it could be used for redevelopment purposes.
08-059	If incorrect assumptions are made in the MTFP this will result in a funding gap requiring further savings to be made.	The preferred option is the most economical.
07-042	If LMT do not provide clear instruction of what future accommodation requirements are needed over the next 5 years then this may lead to Asset Management as the Corporate landlord not being able to implement an effective accommodation & investment plan, resulting in inefficient building occupation costs and efficiency savings not being met.	If the decision is made then this will provide a clear steer and have a positive impact on this risk.

O8-037	If a large scale emergency incident or business interruption event prevents Departments from functioning or requires diversion of resources, then ability to function and deliver services would be disrupted.	New ways of working such as home working and not needing as much office space will have a positive impact on this risk, because the Council will be more resilient as services can be delivered from home.
O8-027	If the Council fails to recruit or retain staff to key posts, due to perception of the Council or competition from other employers, then this could result in reduced capacity and knowledge, leading to reduced outcomes for local communities. (The predicted recession and further austerity reduces the risk in some areas but not all). The economic austerity reduces this risk in some areas but not all).	Homeworking opportunities/new office accommodation may help recruit and retain staff, thus having a positive impact on this risk.

Actions to be taken to implement the decision(s)

36. If approved, the Council would proceed with legal documents relating to the purchase of Fountains Court. Following its purchase, it is intended the Council would fit out the building, with staff starting to relocate to there in autumn 2022.

Appendices

37. Appendix 1 – Photographs of the Preferred Option, Fountains Court

Background papers

Body	Report title	Date
Executive	Council – Future Office Accommodation	20 th December 2019
Executive	Council – Future Office Accommodation Update	27 th October 2020

Appendix 1: Photographs of the Preferred Option, Fountains Court



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