

EXECUTIVE

Date: Thursday 27th May, 2021
Time: 3.00 pm
Venue: Council Chamber

AGENDA

1. Apologies for Absence
2. Declarations of Interest

THE MAYOR AND LEAD MEMBER FOR CHILDREN'S SAFEGUARDING, ADULT SOCIAL CARE AND PUBLIC PROTECTION

3. Strategic Plan 2021-24: Approach to Delivery 3 - 16

EXECUTIVE MEMBER FOR CULTURE, COMMUNITIES AND EDUCATION

4. Revised Fee Structure for Newham Grange Farm 17 - 26
5. Teesside Archives 27 - 38

EXECUTIVE MEMBER FOR ENVIRONMENT AND FINANCE & GOVERNANCE

6. Green Strategy 39 - 104
7. Tree Policy (amended February 2021) 105 - 110

EXECUTIVE MEMBER FOR REGENERATION

8. Joint Development Priorities 111 - 120
9. Local Authority Delivery 2 (LAD2) Grant Application and Scheme Delivery 121 - 128
10. Middlesbrough Development Company (MDC): Finance 129 - 138
11. Towns Fund and Future High Streets Fund 139 - 192

OVERVIEW AND SCRUTINY BOARD

12. Final Report of the Economic Development, Environment and 193 - 212

Infrastructure Scrutiny Panel - Pest Control Services - Service Response

- | | | |
|-----|---|-----------|
| 13. | Final Report of the Health Scrutiny Panel - Opioid Dependency - What Happens Next? - Service Response | 213 - 278 |
| 14. | Any other urgent items which in the opinion of the Chair, may be considered. | 279 - 284 |

Charlotte Benjamin
Director of Legal and Governance Services

Town Hall
Middlesbrough
Wednesday 19 May 2021

MEMBERSHIP

A Preston (The Mayor) (Chair) and Councillors B Cooper, E Polano and M Smiles

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

MIDDLESBROUGH COUNCIL	
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Report of:	Andy Preston - The Mayor and Lead Member for Children’s Safeguarding, Adult Social Care and Public Protection Tony Parkinson - Chief Executive
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Submitted to:	Executive - 27 May 2021
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Subject:	Strategic Plan 2021-24: Approach to Delivery
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Summary

Proposed decision(s)

That the Executive approves the Strategic Plan workplan and associated outcomes, to assure achievement of the Council’s strategic priorities for the 2021-24 period.
That Executive approves the inclusion of all Recovery works and activities within the Strategic Plan 2021-24 workplan.
That Executive agrees the delegation of approval for minor amendments to in-quarter timescales to the Chief Executive.

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

Contribution to delivery of the 2021-24 Strategic Plan

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

Ward(s) affected

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

What is the purpose of this report?










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

Why does this report require a member decision?

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

Report Background

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

Priority	Description
 Children and young people	We will show Middlesbrough's children that they matter and work to make our town safe and welcoming and to improve outcomes for all children and young people.
 Vulnerability	We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support those made vulnerable.
 Crime and anti-social behaviour	We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.
 Climate change	We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.
 COVID-19 recovery	We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.
 Physical environment	We will work closely with local communities to protect our green spaces and make sure that our roads, streets and open spaces are well-designed, clean and safe.
 Town centre	We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.
 Culture	We will invest in our existing cultural assets, create new spaces and events and improve access to culture.
 Quality of service	We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough.

4. Focus on these priorities will provide the best opportunity to secure sustained improvements in the following outcomes, up to and beyond 2024:
 - Crime and ASB
 - Residents feeling safe
 - Measure of protected space
 - Proportion of brownfield development
 - Tree coverage
 - Life satisfaction
 - Recycling levels
 - OFSTED outcomes
 - Adult Social Care measures
 - Town centre visitors
 - New homes built
 - Affordable homes
 - Road conditions
 - Street warden activity
 - Dementia friendly businesses
 - Town centre vacancy rates
 - Festivals and events
 - Inward investment
 - Council spending with local businesses
 - Satisfaction with the Council
 - Satisfaction with Middlesbrough as a place to live
 - Employment

5. To ensure focus upon and strengthen delivery of the above outcomes, a supporting workplan has also now been developed, bringing together all current and planned activity in support of the Council's strategic priorities.

6. The proposed workplan is set out at Appendix 1 for consideration and approval. In developing the workplan consideration was given to the outcome of the 2020 Let's Talk consultation exercise, with further activity being added to improve the following, which in turn will contribute to improved performance against the aforementioned outcomes:
 - residents feeling safe outside after dark;
 - local satisfaction with road and pavement maintenance;
 - local satisfaction with street cleaning; and
 - residents speaking positively about the work of the Council.

7. Activity within the workplan will either adhere to the corporate Programme and Project Management Framework, or have robust milestone plans to be assessed against.

8. Progress against delivery of the workplan will be monitored on a monthly basis and reported to all members quarterly via all-member briefings and as part of the quarterly Strategic Plan update reports to Executive and Overview and Scrutiny Board.

9. In November 2020, as a result of a surge in cases of COVID-19, nationally imposed restrictions and the resulting impact on the local approach to Recovery, Executive approved the Council's revised approach to COVID-19 Recovery and noted the updated Recovery metrics and measures.

10. Also agreed, was the delegation of approval for minor amendments to in-quarter timescales against Recovery metrics and measure timescales via the Recovery Group, with any significant variation to approach or deliverables, to be reported to and seek approval via the quarterly Strategic Plan progress reports to Executive.

11. Following this approval, work was undertaken to ensure revised metrics were reflective of the longer-term considerations for Recovery. As such, a decision was taken by the Recovery Group on 7 January 2021 in-line with its delegated authority to pause all

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

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

What decisions are being asked for?

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

Why is this being recommended?

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

Other potential decisions and why these have not been recommended

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

Impact(s) of recommended decision(s)

Legal

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

Financial

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

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

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

Policy framework

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

Equality and diversity

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

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

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

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

Risk

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

Actions to be taken to implement the decision

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

Appendices

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

Background papers

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

Contact: Gemma Cooper, Strategy Delivery Manager

Email: gemma_cooper@middlesbrough.gov.uk

Appendix 1: Strategic Plan 2021 – 24 workplan

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

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

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

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

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

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

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Appendix 2: Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Strategic Plan 2021-24; approach to delivery			
Coverage:	Overarching / crosscutting			
This is a decision relating to:	<input checked="" type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p>Key aims, objectives and activities The report sets out proposed approach to delivery of the Council’s strategic priorities that were agreed by full Council as part of the Strategic Plan refresh and incorporates the Council’s equality objectives for the period to 2024.</p> <p>Statutory drivers Local Government Act 1999; Equality Act 2010.</p> <p>Differences from any previous approach This will ensure delivery of the revised set of strategic priorities set out in the recently refreshed Strategic Plan, for the 2021-24 period.</p> <p>Key stakeholders and intended beneficiaries (internal and external as appropriate) Elected members, employees of the Council, local communities and businesses, partners.</p> <p>Intended outcomes To ensure that the Council’s strategic objectives are achieved, and that the Council continues to comply with the duties of the Equality Act 2010 relating to the publication and pursuit of equality objectives.</p>			

Live date:	April 2021			
Lifespan:	Reviewed annually.			
Date of next review:	March 2022			
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"/>	No. Undertaking actions to deliver the recently refreshed Strategic Plan would not contravene Human Rights as identified in national legislation.
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"/>	No. The Strategic Plan commits to reducing inequalities within Middlesbrough, for example within experience of crime or within health, incorporating the Council's equality objectives for the period to 2024. It responds to increased inequalities locally arising from the COVID-19 pandemic. As a result there are no concerns that the Plan or associated activity could have a disproportionate adverse impact on groups or individuals with characteristics protected in national legislation.
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"/>	No. The Plan commits to improving community engagement within the town (within the Quality of Service priority), which will result in direct benefits for cohesion. As a result there are no concerns that the proposed plan could have an adverse impact on community cohesion.
Assessment completed by:	Gemma Cooper, Strategy Delivery Manager			
Date:	19 March 2021			
LMT approver:	Tony Parkinson, Chief Executive			
Date:	22 March 2021			

Report of:	Councillor Mieka Smiles - Executive Member for Culture, Communities and Education Richard Horniman - Director of Regeneration and Culture
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Submitted to:	Executive - 27 May 2021
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Subject:	Revised Fee Structure for Newham Grange Farm
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Summary

Proposed decision(s)
That Executive approves the change in, and additional, fees and charges identified for Newham Grange Farm. To increase as per the attached appendix 1, fees over the next 3 years.

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
Increasing fees will enable the Service to deliver the Council's business imperatives through ensuring that it improves the financial performance of the service, and reaches the Set income target	The fee increase will help support the on-going developments at the farm to ensure we are a sustainable and safe tourist attraction.	The increase in fees will ensure that the Service can continue to offer the high level of service quality that it does in support of bringing forward development opportunities that support the delivery of social regeneration objectives.

Ward(s) affected
NA

What is the purpose of this report?

1. To seek approval to increase existing entrance fees for Newham Grange Farm in line with the enhanced facilities and increased programme and amend the pricing structure for group bookings for the next 3 financial years.

Why does this report require a Member decision?

2. The consideration of fees and financial implications is not an officer decision as the increase proposed is above 2.5%. As a consequence it requires a member decision. Any increases in fees and charges above the rates of inflation are covered in the "Financial and Contract Procedure Rules (Standing Orders)" document, which is incorporated into the Constitution by Article 17 of the main document. Two paragraphs are relevant to the issue at hand: paragraph 5.3; and paragraph 12.4.
3. It is therefore the case that any intention to increase fees by more (or less) than inflation must be agreed with the Chief Finance Officer, approved by CMT, and subsequently approved by the Executive.

Report Background

4. Newham Grange Farm has received significant capital investment and has been incredibly well received by members of the public. The positive reputation of the farm has significantly increased and the venue has served members of the community during the Covid19 pandemic when other indoor attractions have been closed to the public.
5. The purpose of this report is to seek approval for amendments to fees and charges. Services within the Regeneration Department have a wide range of fees and charges applicable to those using the services.
6. Since the first phase developments opened in April 2019 visitor numbers have increased 46% from 62,804 in 2018/19 to 91,949 by end of January 2020. Visitor numbers prior to investments and developments at the Farm were 33,000. This has seen an impact on staffing levels which in turn has placed pressure on the budget, we would like to continue to offer the extra Staff support during busy times within the season offering the added experience opportunities.
7. The second phase development is to open before March 2021, this will incorporate an education space to increase the School offer. Restructuring the fees from the group rate will provide accurate data. Reducing the admission cost for teachers/assistants in line with the school child will make the offer more robust within school funding, this would increase footfall and income generation.
8. Historically income from children's parties was room hire only. Parties were under review due to the developments in 2018/19. Introduction of a Party Package offer in June 19, included activities, food and beverage. Adult's admission is charged at

group child rate. It is felt that the adults should have free admission to enhance interaction, party bookings and secondary sales generating income.

9. Appendix 1 contains details of the existing and proposed charges increase for the next 3 financial years.

10. It is considered that the existing charges no longer reflect the true cost of providing this service. The revised charging schedule will bring the Council closer in line with that of neighbouring farm/tourist attractions within the Tees Valley and surrounding areas. Newham Grange Farm, however will still remain significantly cheaper than our closest leisure farm. Please see Appendix 2 for comparison farm prices.

What decision(s) are being asked for?

11. That Executive approves the increase in, and additional, fees and charges identified. (Appendix 1).

Why is this being recommended?

12. The level of charges being recommended reflect the costs of delivering the service and bring them more in line with those being charged by other farm attractions within the Tees valley.

Other potential decisions and why these have not been recommended

13. Three options have been considered, (1) not to increase existing fees (2) introduce new fees as provided (3) set fees in line with competitor farms. Option 1 and 3 have been discounted. As stated in the body of the report fees do not reflect the on-going costs of providing the service and would not contribute towards delivering the Council's business imperatives. Equally setting the fees too high would not allow us to offer a high quality attraction to some of our residents in Middlesbrough.

Impact(s) of recommended decision(s)

14. The principal impact of the decision will be to increase fee income levels within the Services budget allowing for better opportunity to meet income targets and cover the farms maintenance costs.

Legal

15. There are no legal implications associated with this decision, other than the governance issues to comply with the FINANCIAL AND CONTRACT PROCEDURE RULES (STANDING ORDERS) paragraph 12.4.

Financial

16. Introduction of the fees will provide a modest increase in fee income to the Council and will help increase the robustness of the service in meeting its identified income targets.

Policy Framework

17. There are no implications.

Risk

18. That by continuing to rely upon the existing fee structure the Council is not covering the cost of providing the service putting pressure on the achievement of income targets.

Actions to be taken to implement the decision(s)

19. On approval the revised fee structure is introduced and implemented on 1st April 2021.

Appendices

Appendix 1: Existing and proposed fee structure

Appendix 2: Price comparisons

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Appendix 1

Proposal Admission 21/22

<u>Day Tickets</u>	<u>19/20</u>	<u>21/22 Proposal</u>	<u>22/23</u>	<u>23/24</u>
Adults	£4.00	£4.50	£4.70	£5.00
Child	£3.10	£3.70	£3.90	£4.10
Senior	£3.10	£3.70	£3.90	£4.10
Family	£12.80	£14.80	£15.20	£15.50
Under 2s	Free	Free	free	Free
Carer	Free	Free	Free	Free
<u>Groups</u>				
Ratio of 1 in 10 free	Free	Free	Free	Free
<u>School Groups (Standard entrance not including educational workshops)</u>				
Adult	£3.60	£3.20	£3.50	£3.60
Child	£2.70	£3.20	£3.50	£3.60
Ration free depending on year group				
<u>Annual Ticket</u>				
Adult	£44.50	£50.00	£52	£55
Child	£29.50	£38.00	£40	£43
Senior	£29.50	£38.00	£40	£43
Family	£98.00	£120.00	£125	£130
<u>Children's Party</u>				
All children	£7.95	£9.95	£10	£10
Adults	£2.70	Free	Free	Free
Non refunderable deposit	£20.00	£20.00	£25	£25

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Appendix 2

Appendix 2 Competitor Pricing

<u>Day admission</u>	<u>Newham Grange</u>	<u>Tweddle Farm</u>	<u>Down at the farm</u>	<u>Hall Hill Farm</u>	<u>Monk Park Farm</u>	<u>Wetherriggs Animal Rescue</u>
Adults	£4.50	£7.95	£6.45	£9.45	£7.50	£5.95
Child	£3.70	£6.95	£6.95	£8.50	£6.50	£4.95
Senior	£3.70	£6.95	£6.45	£8.75	£6.50	£4.95
Family	£14.80	£26.00	£23.00	£32.95	£26	£19.96
Under 2s	Free	Free	Free	Free	Free	Free
Carer	Free	Free	Free		free	Free

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Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Revised fee structure for Newham Grange Farm			
Coverage:	Overarching			
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:	<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 type="checkbox"/>
Description:	To seek approval to increase existing entrance fees for Newham Grange Farm in line with the enhanced facilities and increased programme and amend the pricing structure for group bookings for the next 3 financial years.			
Live date:	May 2021			
Lifespan:	3 years			
Date of next review:	N/a			

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"/>	No negative 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"/>	No adverse impact on protected groups.
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"/>	No risk to community cohesion.

Assessment completed by:	C Nicol	Head of Service:	C Nicol
Date:	29/04/21	Date:	29/04/21

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

MIDDLESBROUGH COUNCIL



Report of:	Councillor Mieka Smiles - Executive Member for Culture, Communities and Education Richard Horniman – Director of Regeneration and Culture
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Submitted to:	Executive - 27 May 2021
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Subject:	Teesside Archives
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Summary

Proposed decision(s)
<p>That the Executive:</p> <ul style="list-style-type: none"> a) approves the transfer of Teesside Archives stock to commercial storage; b) approves the relocation of Teesside Archives staff to the Dorman Museum; c) approves up to £325,000 from any subsequent sale of Exchange House to be used for relocation of Teesside Archives (subject to confirmation from the three other Custodian authorities); and, d) approves the pursuit of external funding for the longer term development of new archive storage attached to the Dorman Museum.

Report for:	Key decision:	Confidential:	Is the report urgent?
Decision	Yes it is over financial threshold	The report is not confidential	Non-urgent report

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
We will invest in our existing cultural assets, create new spaces and events and improve access to culture.	Securing improvements in Middlesbrough’s housing, infrastructure and attractiveness, improving the town’s reputation, creating opportunities for local people and improving our finances.	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.

Ward(s) affected
Central Ward

What is the purpose of this report?

1. To set out the future operating arrangements for Teesside Archives, and to agree the funding required to facilitate them.

Why does this report require a Member decision?

2. The Teesside Archives is a 'custodian' service managed by Middlesbrough Council. The future arrangements will require a significant investment to achieve, which will have financial implications for the Council, as they impact upon a future asset disposal.

Report Background***Teesside Archives***

3. The Teesside Archives Service was established in 1974 and acquires, preserves and makes available archives created by the four local authorities it serves (Middlesbrough, Stockton, Hartlepool and Redcar and Cleveland) and other archives relating to the local area.
4. The principle statutory obligation that underpins the service is the Local Government Act 1972, Section 224, which requires that a principal Council make proper arrangements with respect to any documents that belong to, or are in the custody of, the Council.
5. Teesside Archives is currently a place of deposit for public records as set out in the Public Records Act 1958 and appointment is based on the achievement and maintenance of a standard of care which broadly meets the requirements of The National Archives (TNA). TNA's Accreditation takes into account the storage of materials, service delivery and the suitability of buildings.
6. The storage of archives (excluding the front of house facilities) currently occupies approximately 700 cubic metres of space in Exchange Buildings, a Grade II listed custodian property in central Middlesbrough, owned under the historic 'custodian' arrangements by the four local authorities.
7. The Archives cost £241,800 p.a. to operate, which is funded by the four local authorities, with Middlesbrough's share equating to £44,400.

Exchange House

8. The operation of the Archives from Exchange House has been a significant issue for many years. According to national standards, an Archives Service should ideally be housed in a building with stable temperate and humidity levels with no windows in storage areas; over one floor. Exchange House fundamentally fails to meet this

requirement, and the overall suitability of the building for housing an archive has been further compromised, as its condition has deteriorated over time.

9. Studies dating back to 2011 have identified that the building is unsuitable, and in need of significant investment to bring it up to the necessary standard. TNA have also expressed increasing concern throughout this time, and have noted that the building was ultimately unsuitable and impractical to upgrade, and therefore does not meet the necessary accreditation standard. It is estimated that achieving this standard in Exchange House would require the investment of over £2m.
10. As a result, alternative arrangements have been sought over a number of years, with numerous options explored and dismissed, as either impractical or unaffordable. The suitability of Exchange House as an archive has consequently continued to decline. The most recent building assessment has however identified significant additional expenditure on fire safety measures that must be undertaken now, if the archives are to remain in Exchange House – even in the short term.
11. It is also imperative that Teesside Archives retains its accreditation from The National Archives, which would not be possible remaining in Exchange House. Losing this accreditation would result in each local authority having to establish its own archive arrangements that would be financially inefficient.

Alternative Options

12. Retaining Teesside Archives within the current building is no longer a viable option. Alternatives should not therefore be judged against the ‘do nothing’ option or current arrangements, but against the other alternatives currently available.
13. As noted above, the options for relocating the archives have been explored on a number of occasions, as TNA have increased the pressure to act, and the building’s condition has deteriorated. The options that have been explored previously for relocating the archives have included:
 - a. a new build facility;
 - b. conversion of an existing building; and,
 - c. splitting the stock across different venues in the four constituent areas.
14. All of the options around relocating the archives to another existing location have been discounted as either impractical (i.e. no suitable buildings exist) or unaffordable (the costs of refurbishing an existing building for archive storage are prohibitive). One of the biggest constraints has traditionally been the excessive floor loadings required for the volume of stock held. The options around providing a new build facility have been pursued more vigorously, as external funding has traditionally been available for projects of this type.
15. The costs of providing a new build facility have been identified as being between £4m and £10m depending upon the scale of the ambition, but proposals for a £7.7m building have previously been formalised in 2016. Unfortunately the external funding for these proposals has never been forthcoming, and is increasingly less likely to be available for a standalone archives facility.

16. One major prohibiting factor for a new build archive (or even a refurbished alternative) has been the requirement for the four local authority partners to contribute significant match funding. This could require a contribution from each authority of around £1m, which is impractical in the current climate.
17. As the need to act has become more urgent, the focus on alternative options has therefore recently moved towards finding a short to medium term solution, whilst longer term solution continues to be pursued.

Short to Medium Term Options

18. Teesside Archives essentially comprises two functions – a ‘back end’ for storing archive material, and a ‘front end’ service that provides public access. To provide a workable solution in the short to medium term, it is accepted that these two functions need to be provided separately.

Back End

19. It is therefore proposed that the 700 cubic metres of storage required for the archive be provided through a commercial storage operation, moving the stock into space run by the private sector. Commercial storage of this type is used by many local authorities to house their archives, alongside those put in safe storage by other organisations and companies. A number of companies provide these services, with some providing a range of standards, including those used to store historical artefacts by national museums. Regular retrieval arrangements would be agreed to ensure the stock can be accessed as needed, and the storage facility in which it is held, would operate very much as the storage at Exchange House currently does.

Front End

20. The staff who run the Archives provide a range of services including supporting people to access the stock, cataloguing and highlighting what is held, promoting the history of the areas, and restoring damaged or vulnerable materials. Housing these ‘front end’ services is much easier than housing the stock however, as it would only require the same type of access available to many other public services in the area. Locating the front end within an existing venue such as the Dorman Museum would also enable greater connection to be made between Teesside Archives and the wider history of the area.

Proposal – Short to Medium Term

21. Following an extensive search and costing exercise, the following proposal has emerged as the most deliverable short to medium term solution:
22. Enter into contractual relationship with Re:Store, a commercial provider with facilities in Spennymoor, County Durham, to hold up to 700 cubic metres of stock for a period of 5-10 years. A retrieval arrangement would see documents retrieved on a regular monthly basis, with the option to retrieve further documents within one week or 24 hrs depending upon the urgency required.

23. The front end of the service would be moved to vacant space within the Dorman Museum to connect it with the education offer at the Dorman, and provide a high quality public access point for the archives. Minor refurbishment of the space would be required, to ensure the facilities are welcoming for the public and appropriate for the service.

Proposal - Longer Term

24. A masterplan is being developed for the Dorman Museum that will guide future investment into the Museum, and form the basis for future external funding bids. It is proposed that this masterplan includes provision for an archive store to be integrated into the expanded museum that would ultimately replace the commercial storage arrangement over time, and reunite the storage with the front end services at the Dorman. Raising the funding for this would take many years, and would be the subject of future reports prior to any action. The assumption is that this would take a minimum of five years to put in place, so the arrangement with the commercial storage provider has been set for a minimum of five years accordingly.

Costs

25. The costs of transferring the archive material to anywhere is significant, and has been estimated at £140,000 by Re:Store. This one off cost includes boxing and cataloguing, so would not be as high if moved again in future. This cost could either be paid as a one off, or spread across the five years of the initial contract if required. An annual charge would be paid to store the stock, estimated at £48,000 p.a.

26. The cost of monthly retrievals has been estimated at £15,000 p.a. giving a total revenue cost of £315,000 across five years, at £63,000 p.a.

Cost	Amount	Explanation
Initial service charge	£140,000 - one off	To transfer, catalogue and relocate the archives collections to Restore, Spennymoor, and archive of special collections and decant of items to Restore Heritage Storage, Upper Heyford (if required).
Storage Costs	£48,000 p.a.	Annual cost of storing the current stock (minus any rationalisation currently underway)
Retrieval Costs based on 700 items retrieved per month	£15,000 pa	Costs represent worst case scenario of no charging
Total Annual Cost	£63,000	

27. This would be funded through the following routes:
28. Moving out of Exchange House would reduce property costs by £60,900 p.a. with only £12,000 being required to fund running costs for the front end at the Dorman museum. This would leave a saving of £48,900 p.a. to contribute to the overall running costs identified above.
29. The retrieval costs incurred can be largely offset through the introduction of charging for some items that are not currently charged for. Some of the requests for information received by the archive are for organisations (such as solicitors) who then charge individual clients for providing the service. As these retrievals will now come at a cost to the Council, these costs will be passed on where appropriate.
30. The costs of establishing and operating the storage of the archive material and its regular retrieval would therefore be met in their entirety through savings achieved on Exchange House and limited customer charging.
31. The only cost requiring additional input from the four local authorities would be the cost of moving the staff, and equipment, and refurbishing the space at the Dorman Museum that is estimated at around £185,000, and the one off cost of £140,000 for moving the stock to Re:Store.

Disposal of Exchange House

32. As Exchange House is owned by the four local authorities through the Custodian arrangements, the future of the building requires agreement from all parties. At present there is significant commercial interest in purchasing the building, although its value is somewhat compromised by the improvements it requires before it could be reoccupied commercially. A recent valuation confirmed that Exchange House would be worth in the region of £700,000 which would be split between the four authorities were it to be sold.
33. It is therefore proposed, that once Teesside Archives moves out of the building, it is disposed of, and a sum of £325,000 is retained from the sale to cover the four Council's contributions to the refurbishment costs attached to relocating the front end of the archives.
34. The remaining capital receipt would be split according to the Custodian arrangements. A further report would be brought to Executive to formalise the disposal of Exchange House when appropriate. Until then, it is proposed that Middlesbrough Council 'cashflow' the refurbishment, and a charge for the £325,000 contribution is effectively put on the asset for when it is sold.
35. Approval to undertake this course of action will be required from the other three local authority partners before being implemented.

What decision(s) are being asked for?

36. That the Executive:

- a. approves the transfer of Teesside Archives stock to commercial storage;
- b. approves the relocation of Teesside Archives staff to the Dorman Museum;
- c. approves the use of up to £325,000 from any subsequent sale of Exchange House to be used for relocation of Teesside Archives (subject to confirmation from the three other Custodian authorities; and,
- d. approves the pursuit of external funding for the longer term development of new archive storage attached to the Dorman Museum.

Why is this being recommended?

37. The proposed relocation to commercial storage and the Dorman Museum would enable the Teesside Archives to retain their accredited status with The National Archives. Remaining in Exchange House would not.

Other potential decisions and why these have not been recommended

38. Retaining Teesside Archives within the current building is no longer a viable option. The proposed option should not therefore be measured against the 'do nothing' option or current costed arrangements, but against the other alternatives currently available. As a result, the following options were considered and discounted:

Refurbishing an existing building

39. No buildings were identified that were surplus to requirements and had the size and configuration of space that would meet The National Archives accreditation standard. The requirement for significant floor loadings also ruled some potential buildings out. Ultimately no suitable buildings could be identified.

Converting a larger industrial building

40. Plans were considered for constructing appropriate storage within an empty industrial building, but the costs were prohibitive, with some options exceeding the costs of constructing a new purpose built facility.

New build facility

41. As identified above, the costs of constructing a new archive facility were identified as prohibitive. The latest designs were costed in excess of £7m, which would not be possible to secure for a standalone archive.

Splitting the archive into four

42. Returning material to the original local authority area was considered, and would be achievable at a cost lower than building a single new facility, but not every authority could accommodate the stock, and the costs of managing and storing four separate archives would be prohibitive.

Impact(s) of recommended decision(s)

Legal

43. The principle statutory obligation that underpins the service is the Local Government Act 1972, Section 224, which requires that a principal Council make proper arrangements with respect to any documents that belong to, or are in the custody of, the Council.
44. Teesside Archives is currently a place of deposit for public records as set out in the Public Records Act 1958 and appointment is based on the achievement and maintenance of a standard of care which broadly meets the requirements of The National Archives (TNA).
45. The accreditation required from The National Archives will be formally sought for the new arrangements, although they have been involved at every stage of the development of this proposal and have already viewed the facilities at Spennymoor for compliance purposes. This should ensure Teesside Archives remains legally compliant.
46. The contractual relationship with Re:Store will be established in conjunction with the Council's Procurement Team to ensure the appropriate processes are followed.
47. The sale of the Exchange house would require further formal approval through Executive having considered the interests of all Local Authority Interested Parties.

Financial

48. As set out above, the costs of the proposed changes will add £63,000 to the annual revenue costs for Teesside Archives, whilst savings from the building will fund £48,900 of it. The remaining revenue costs would be met through the implementation of charging for specific items to reflect the real cost of retrieval. This will be done in conjunction with The National Archives, who need to agree what is chargeable, and what needs to be provided for free.
49. The current cost estimates represent the worst case scenario, based on 700 cubic metres of storage. As the stock is currently being reduced in preparation for a move, this figure would reduce to ensure there is sufficient contingency within the budget to allow for a balanced charging policy that recoups appropriate costs, without penalising those that would expect to receive a free service.
50. The capital costs of establishing the front end in the Dorman Museum is estimated to be around £325,000 which could be funded through the commercial disposal of Exchange House. As this sale is likely to take place up to a year after moving the front end to the Dorman Museum, then there would be a need for the Council to 'cash flow' the £325,000, with a charge placed on the building to enable it to be recovered prior to any distribution of capital receipts.
51. Each of the four partner local authorities would need to agree to this arrangement prior to any commitments being made. Subject to their agreement to provide this

capital contribution, the proposals to relocate Teesside Archives should be cost neutral.

52. A further report would be brought to Executive regarding the process for disposing of Exchange House.

Policy Framework

53. The decision will not amend the Council's policy framework.

Equality and Diversity

54. An impact assessment was completed and attached as Appendix II. The assessment has concluded that the decisions would not have any disproportionately negative impacts.

Risk

55. The following high level risks, which are identified in the Strategic and Directorate Risk Registers, will be reduced by the proposed actions:

O8-055 - If the Council doesn't respond effectively and efficiently to legislative changes it could be in breach of statutory duties in relation to service delivery and fail to make the most of opportunities.

Actions to be taken to implement the decision(s)

56. The contractual arrangements with Re:Store will be formalised during June, with the relocation of the archive material set to commence in July. Subject to the approval of the four local authority partners, work to refurbish the Dorman Museum would commence in July/August, with a view to moving the front end by the end of 2021. The move from Exchange House would be complete at that point, and the property prepared for disposal (subject to further Executive reports).

Appendices

57. None

Background papers

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

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Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Teesside archives			
Coverage:	Operational delivery changes to Teesside archive including the holding location of the archive and position of the FOH access.			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input checked="" 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:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input type="checkbox"/>
Description:	<p>Insert short description, using the following as sub-headings:</p> <ul style="list-style-type: none"> • Key aims, objectives and activities: <p>To set out the future operating arrangements for Teesside Archives, and to agree the funding required to facilitate them.</p> <p>Statutory drivers (set out exact reference)</p> <p>Risks identified in the Strategic and Directorate Risk Registers, will be reduced. If the Council doesn't respond effectively and efficiently to legislative changes it could be in breach of statutory duties in relation to service delivery and fail to make the most of opportunities.</p> <ul style="list-style-type: none"> • Differences from any previous approach <p>Opportunities to charge commercial beneficiaries of the archive services work will be maximised</p> <p>Service delivery frame work will be established for users of the service both personal and commercial.</p> <ul style="list-style-type: none"> • Key stakeholders: <p>Stockton Borough council, Redcar council, Hartlepool council and Middlesbrough museums service, National Archives Service.</p> <ul style="list-style-type: none"> • Intended outcomes. <p>A stronger delivery model with greater profile.</p>			
Live date:				
Lifespan:	October 2021 - 2031			
Date of next review:	January 2023			

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 Human Rights Act has been analysed and there is nothing in the proposal that relates to the Articles. There is no evidence to suggest it will negatively 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"/>	After reviewing the UK Equality law -there is no evidence to suggest that the proposed changes to delivery would lead to negative impacts on commonly disadvantaged groups or individual with protected characteristics .
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"/>	There is no evidence to demonstrate that changes to the delivery location of the service would negatively impact 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:	Leanne Littlewood	Head of Service:	Charlotte Nicol
Date:	29.04.2021	Date:	29.04.2021

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

Report of:	Councillor Barrie Cooper - Executive Member for Environment and Finance & Governance Geoff Field - Director of Environment and Community Services
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Submitted to:	Executive - 27 May 2021
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Subject:	Green Strategy
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Summary

Proposed decision(s)
<ol style="list-style-type: none"> 1. That Executive approves the adoption of the Green Strategy following the public consultation. 2. That Executive approves the Year One Action Plan.

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		
People	Places	Business
The Green Strategy assists with the delivery of the Mayor’s Priority of ‘ <i>Ensuring our town is an absolute leader on environmental issues</i> ’.	The Green Strategy assists with the delivery of the Mayor’s Priorities of ‘ <i>Protecting our Green Spaces</i> ’ and ‘ <i>Making Middlesbrough look and feel amazing</i> ’.	The Green Strategy assists with the delivery of the Mayor’s Priority of ‘ <i>Creating positive perceptions of our town on a national basis</i> ’.

Ward(s) affected
All wards.

What is the purpose of this report?

1. That Executive approves the adoption of the Green Strategy following the public consultation.
2. That Executive approves the Year One Action Plan.

Why does this report require a Member decision?

3. The proposal affects more than two wards.
4. The adoption of the Green Strategy will impact all Council departments in the way they operate and collect, manage and monitor data.

Report Background

5. A report was submitted to Executive on 1 September 2020 that outlined the proposed Green Strategy and sought approval, which was granted, to commence with consultation on the adoption of the emerging Green Strategy.
6. The Green Strategy has three main aims:
 1. To make Middlesbrough Council net carbon neutral by 2029.
 2. To ensure Middlesbrough as a town is net carbon neutral by 2039.
 3. To make Middlesbrough a lead authority on environmental issues.
7. The Green Strategy is an overarching climate change and sustainability strategy that contains a number of themed action plans based upon the One Planet Living (OPL) framework and principles.
8. Middlesbrough Council declared a climate emergency in 2019 in order to address its obligations in relation to climate change through adopting the ten principles of the One Planet Living approach to sustainable living. The Council have adopted One Planet Living and used this approach to influence decision making for over ten years and will continue to do so in order to reach carbon net zero by 2039.
9. Some of the initial key approaches but not an exhaustive list, within the Green Strategy which will ensure Middlesbrough achieves its ambitious Carbon reduction and environment sustainability objectives will include:
 - Setting Middlesbrough's Carbon Budget for the Council.
 - Setting Middlesbrough town's Carbon Budget.
 - Encouraging movement towards purchasing green energy.
 - Increasing the level of energy saving in Middlesbrough homes and businesses.
 - Moving towards greener transport through enabling electric, hydrogen and other green energy solutions.
 - Expanding the use of cycling across the town.
 - Changing behaviours and attitudes toward how we manage waste, to promote waste reduction.
 - More sustainable waste management, increased levels of recycling and green waste collection uptake.
 - Sustainably managing and promoting Green Spaces within Middlesbrough encouraging biodiversity.
 - Embracing green purchasing and procurement to support the local Supply Base.

- Increasing the level of community environmental initiatives and activities.
- Supporting active environment education programmes.

10. Following Executive approval in September 2020, a wide range of activity has taken place around the Green Strategy which is outlined in the following paragraphs.

Establishment of OPL theme groups:

11. Nine theme groups have been established with each one being based upon an OPL theme as follows:

- Culture and Community – lead by Head of Culture, MBC
- Equity and Local Economy – lead by Head of Economic Growth, MBC
- Health and Happiness – lead by Public Health Consultant, Public Health South Tees
- Land Use and Wildlife and Sustainable Water – lead by Head of Planning
- Local and Sustainable Food – lead by Director, Middlesbrough Environment City
- Sustainable Materials – lead by Specialist Commissioning Manager, MBC
- Sustainable Transport – lead by Head of Economic Growth, MBC
- Zero Carbon – lead by Head of Property and Commercial Services, MBC
- Zero Waste – lead by Head of Environment Services, MBC

12. The theme group leads have received training in climate change and carbon reporting from a specialist consultant at True North Sustainability.

Development of theme group action plans:

13. Each of the nine theme groups have started to develop action plans which will all collectively assist the Council in meeting our targets to be net carbon neutral as a Council by 2029, as a town by 2039 and ensure Middlesbrough is a lead authority on environmental issues.

14. The Green Strategy is a very long term approach to tackling climate change within Middlesbrough and the first year (2021 to 2022) is being treated as a baseline year to gather all necessary baseline data required to set targets and measure success going forward.

15. The nine action plans have set out objectives for the first year and the groups are currently further developing the plans for future years to make their objectives aspirational to ensure that the Council and town are prepared and can mitigate against the effects of climate change on residents and businesses such as increased flooding, greater pressure on water resources, damage to natural habitats and risks to human health from periods of extreme temperatures.

16. The nine theme groups are also currently scoping external stakeholder involvement and engagement to ensure local businesses and organisations will work in partnership with the Council in delivering the Green Strategy and it is a cross-organisational initiative.

17. A governance process has been established wherein the nine theme groups submit a monthly highlight report detailing progress against their action plans which are reviewed by a Strategic Group led by the Director of Environment and Community Services, the Executive Member for Environment and other appropriate officers.

The Director of Environment Services will then in turn provide quarterly updates to the Performance Clinics.

18. Year One (2021-2022) objectives:

- Establish carbon data baseline for Middlesbrough Council and performance monitoring process.
- Commence with data capture for carbon emissions for the town of Middlesbrough.
- Host a climate conference with partners and begin to map out town wide objectives.
- Increase recycling rates by way of education awareness programmes and roadshows.
- Facilitate the installation of electric vehicle charging stations at Resolution House and purchase of five electric vehicles.
- Designation of Lower Ormesby Beck nature reserve and establishment of a friends group to help manage the site.
- Manage existing sites to restore biodiversity on three nature reserves.
- Climate Action Middlesbrough to work with residents to help manage and improve biodiversity on three nature reserves.
- Gain World Tree City status and retain the accreditation for future years.
- Plant 15,000 trees to increase tree cover.
- Become a more bee friendly town by installing five bee hives and develop a 'Buzz in Boro' guide.
- Sew 30,000m² of urban flower meadows.
- Work with businesses to reduce commercial waste and increase recycling levels.
- Develop and roll out mandatory 'Climate Change' training to all Council employees, which will provide further climate change education to MBC employees.

19. Objectives following year one of the Green Strategy are still being scoped and identified by the nine theme groups and some already planned are as follows:

20. Year Two (2022-2023) objectives:

- Install electric charging stations across Middlesbrough.
- Enhance digital connectivity and develop a digital poverty strategy.
- Develop a culture programme for parks with green credentials.
- Deliver an Eco-festival.
- Bring partners together in an annual Middlesbrough Environment Summit.
- Introduce active travel measures and hubs.
- Establish a green social prescribing model.
- Develop clean air zones.
- Work with suppliers to reduce their carbon footprint.
- Develop a social value framework for Council procurement contracts.
- Establish a food re-distribution hub in Middlesbrough.
- Develop more community growing sites.
- Develop two new nature reserves.
- Work with business and organisations to help them reduce their carbon impact and explore energy saving measures.
- Expand the Council's electric vehicle fleet.
- Retain World Tree City status.

21. Year Three (2023-2024) aims and targets:

- Dorman Museum to become more environmentally friendly.
- Work with travel providers to enable move to cleaner fuels.
- Improve air quality in Middlesbrough.
- Commence domestic food waste collection in line with Government guidance.
- Aim to further increase recycling rates to 40 percent.

Green Strategy consultation:

22. The public consultation was launched on 15 November 2020 for a six week period which was then extended to 31 January 2021 to encourage more responses. The feedback gathered within the consultation was overwhelmingly in favour of adopting a Green Strategy and that Middlesbrough should become a lead authority on green issues. A summary of the feedback is included at paragraph 26 within the recommendations section of this report and a document outlining further feedback gathered during the consultation is included at Appendix 2.

What decision(s) are being asked for?

23. That Executive approves:

- a. the adoption of the Green Strategy following the public consultation; and
- b. the Year One Action Plan.

Why is this being recommended?

24. The Green Strategy sets a programme to meet current Government targets for increasing recycling uptake to 40 percent and reducing Greenhouse gas emissions to net zero by 2050, which was a commitment that the UK made by signing the Paris Agreement which is contained within the United Nations Framework Convention on Climate Change.

25. The adoption of the Green Strategy is recommended as a vehicle to deliver the Council's obligations to address Climate Change. The implications of climate change are broad ranging and significant and the Council has a responsibility to ensure measures are put in place to mitigate and adapt to climate change.

26. The overwhelming feedback from the Green Strategy public consultation process was that the majority of respondents (82%) agreed that Middlesbrough should be a lead authority on Green issues, which the Green Strategy will achieve.

27. A summary of feedback from the Green Strategy consultation is as follows:

- 175 respondents in total.
- 145 (82.8%) respondents agreed with the Mayor's ambition that Middlesbrough should be a lead authority on green issues.
- 18 (10.2%) of respondents disagreed with the Mayor's vision, stating a number of reasons. For example, monies would be better being spent elsewhere, such as tackling crime (44%) and building on Green Spaces (20%).
- On average 162 (92.5%) respondents agreed or strongly agreed that the 10 OPL principles were perceived as important.
- 99 (56.5%) of respondents agreed that the proposed strategy would achieve the Mayor's ambitions.

- 97 (55.4%) of respondents provided suggestions about what else could be considered to include in the draft strategy. 24% of these respondents suggested that building on Green spaces ceases and 30% suggested other measures, including: electric vehicle charging points, clean air help with solar power, culture, local produce.
- 105 (60%) of respondents indicated that they are interested in finding out how they can help achieve the vision.
- 102 (58.2%) of respondents indicated what they are already doing or planning to do to contribute to the towns carbon neutral proposals.
- 79 (45.1%) of respondents felt that they either didn't know or felt that they needed more information, support or guidance to contribute towards the towns carbon neutral proposals.
- 50 additional comments were made by the respondents, when asked 'Do you have any other comments you wish to make on the draft strategy'.
- The demographic of all respondents was:
 - 145 (83.3%) of respondents - an individual resident of Middlesbrough
 - 12 (6.8%) of respondents - a community group
 - 3 (1.7%) of respondents - a business or agency
 - 14 (8.2%) of respondents - as part of an organisation

Other potential decisions and why these have not been recommended

28. The other potential decision is to not adopt a Green Strategy. This is not recommended as the Council has a moral and legal responsibility to address climate change and reduce the carbon emissions of Middlesbrough and therefore taking no action and not adopting a Green Strategy is not a viable option.

Impact(s) of recommended decision(s)

Legal

29. The Paris Agreement is an agreement contained within the United Nations Framework Convention on Climate Change and the UK is party to that agreement. The introduction of a Green Strategy contributes to the Government's commitment to mitigate global warming. Whilst there is no mechanism in place which forces a country to set a specific emissions target by a specific date, the Countries are expected to set ambitious targets. The Paris Agreement came into effect on 4 November 2016, whilst this is a Government Target, Local Authorities as emanations of the state are, in essence required to play their part.

Financial

30. Funding has already been identified and allocated to deliver the individual initiatives listed in Para.17. For subsequent years the action plans are to be considered alongside the development of the MTFP and a report will be submitted to Executive in October 2021 outlining the Year Two action plan.

Policy Framework

31. The report sets out a proposal in accordance with the Council's approach to the delivery of efficient services. It delivers on priorities set out in the Council's Strategic Plan 2020-2023.

Equality and Diversity

32. An Impact Assessment (appendix 1) has been conducted and no protected groups would be affected by the decision to adopt the proposed Green Strategy.

Risk

33. The recommended option of adopting the proposed Green Strategy addresses the risk of not meeting the Council's climate change target to be carbon neutral by 2029 and for the town of Middlesbrough to become carbon neutral by 2039 as specified by the Mayor in the Strategic Plan 2020-2023.

34. There is also a legal risk of not meeting the previously mentioned Government legislation for climate change.

35. These risks are reduced by the range of actions identified within the Green Strategy and the ongoing programme of established theme groups and governance processes which will continue to add new actions to the Green Strategy when opportunities are identified.

Actions to be taken to implement the decision(s)

36. Continue to further develop the Green Strategy as follows:

- Publish the consultation findings.
- Develop and implement a communications strategy.
- Further development of action plans.
- Report to Executive in October 2021 outlining the Year Two action plan.

Appendices

37. Appendix 1 - Equality Impact Assessment level 1 (9 February 2021)

38. Appendix 2 - Middlesbrough's Green Strategy Consultation (1 February 2021)

Background papers

Body	Report title	Date
Executive	Green Strategy	1 September 2020

Contact: Geoff Field, Director of Environment and Community Services
Email: Geoff_field@middlesbrough.gov.uk

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Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Middlesbrough Green Strategy			
Coverage:	Middlesbrough Council and all entities within the borough (residents/businesses)			
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:	For Middlesbrough Council to adopt the Green strategy			
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.				

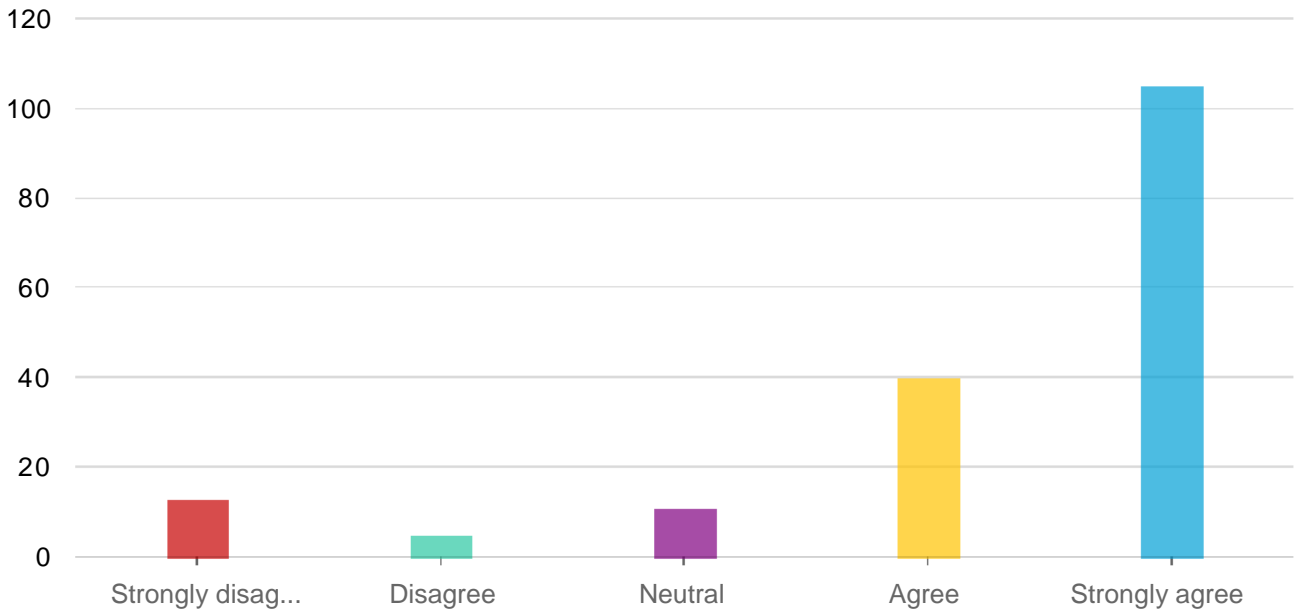
Assessment completed by:	C Coverdale	Head of Service:	
Date:	09/02/2021	Date:	

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

Middlesbrough's Green Strategy Consultation

> Question 1

To what extent do you agree or disagree about the importance for Middlesbrough being a lead ...



Answers

Count

Percentage

Answers	Count	Percentage
Strongly disagree	13	7.43%
Disagree	5	2.86%
Neutral	11	6.29%
Agree	40	22.86%
Strongly agree	105	60%

Answered: 174 Skipped: 1

If you don't agree with the mayor's ambition, why is this?

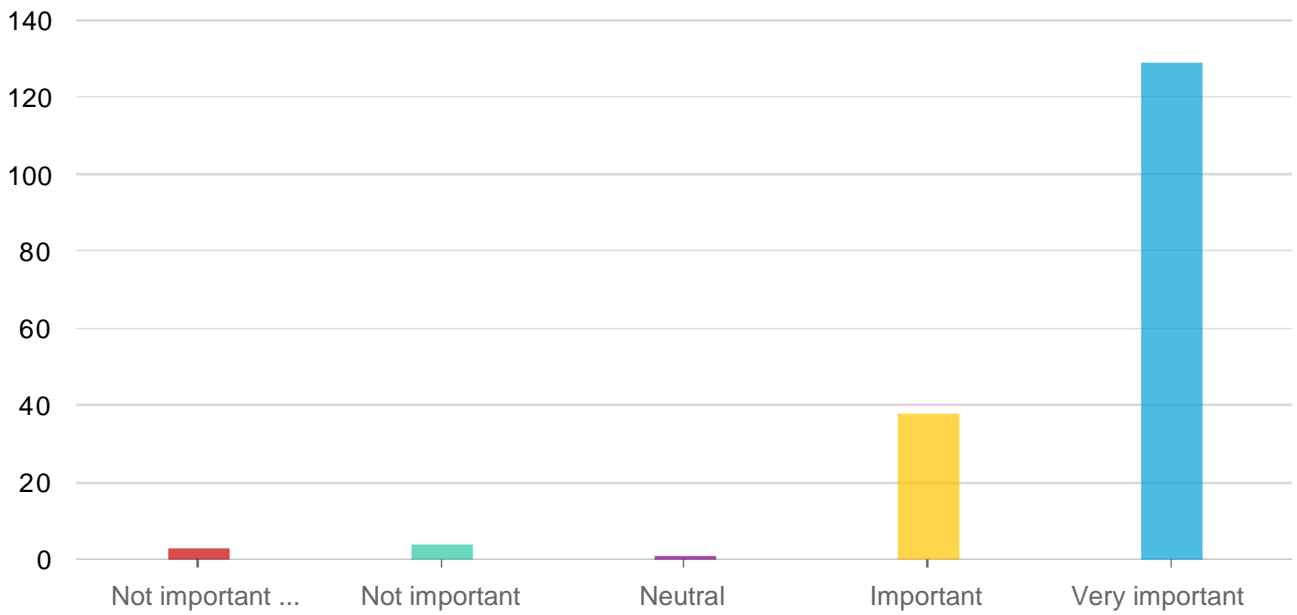
Need to sort out housing, children's services and jobs first. Where does building houses on green spaces fit within??	1
Middlesbrough is a small poor town. It an ambitious project but we are not a big enough town to lead on Green issues.	1
Middlesbrough has other massive issues that need resolving first. Its a good idea of it doesn't hit residents in the pocket and if it helps create jobs. But it shouldn't cause residents hardship especially at the moment. Also if it was so important to you the ridiculous amount of new builds in the countryside would be stopped.	1
Lack of money due to covid and the impact on everyone's finances. This should be delayed as it is not the most important thing at the moment.	1
If people are already recycling all they possibly can how can it be improved?	1
I totally agree with this statement but worry that this is just another set of words like last time Middlesbrough declared one planet living. For example , carbon neutral where possible is the ultimate get out clause. Reduce pollution but build more roads as in Mandale relief road. Words are cheap. Action harder.	1
I think there's enough issues with tree and weed maintenance as it is without planting 15000 more trees that'll go uncut due to cuts. There's rats and weeds all over the town especially on main roads. Years ago you never seen weeds they were regularly killed and gates fences barriers painted and they're not now. Coulby Newham is showing it's age now and Acklam is too	1
I think that Middlesbrough should concentrate on key issues more, like being the town with the highest rate of violent crime and being the town with the highest rate of homelessness in the North East. Frankly this sort of pandering nonsense is just designed to placate the voters, jumping straight onto the common trend of caring for ecological concerns in order to appear current. Here's my suggestion, let the budget fall across the unnecessary departments this year, because frankly raising council tax to the extend you have this year is indefensible if you intend to piss away public funding like this.	1
I agree it is important but fail to see how it can be accomplished when the council continues to build on places like Mandale Meadow.	1
I agree but think its pretty lame as the science is telling us time is running out for the changes that need to be made	1
However the councils needs to ensure that it works closely with the local community and partnerships. Also the strategy is very glossy and looks good but is lacking any substance	1

How can the focus be on environmental issues as priority over budgetary responsibilities. The council tax has consistently gone up over inflation yet services are being cut. I believe the council should prioritise their focus on developing an efficient budget to maintain and expand current services to the council tax payer. Efficiency will by its own definition reduce carbon emissions!!	1
His actions don't follow his own ambition. Destroying Nunthorpe green space.	1
First of all why is it called Mayors ambition? It is the towns strategy after all. Secondly what does it mean to be a lead on environmental issues - lead in the North East? Or UK or the World? It is just vague and it is difficult to see if it is even realistic. The strategy is very vague and the consultation on such strategy is pointless.	1
Because any available green space in TS7 is fair game to build houses on . Also all this concrete will and is causing water to flood parts of our roads . If you want to build , build affordable housing around Middlesbrough centre and make sure there are good transport links and cycle lanes in the area . In fact just stay out of Nunthorpe and Marton !	1
Although it is probably just for show, as there is little evidence of trying to be green - building on conservation areas and greenfield sites seems to be a priority for Andy and the Council, rather than something they are actively working against.	1
All new housing development in the area is eating up green space. How is this helping? New developments also still using Gas within homes burning fossil fuels. The building of homes using gypsum plaster and cement is terrible for the environment. Using Lime Mortar and plaster as per early 1900s and prior is the future to net zero.	1
Agreeing with planning applications and Building on green field sites after saying when up election he would stop all building No viable updated Nunthorpe building plan and potentially allowing building to be pushed through when no demand and poor infrastructure in place	1
	0

Answered: 25 Skipped: 150

> Question 2

Managing and developing green spaces and improving biodiversity across Middlesbrough:

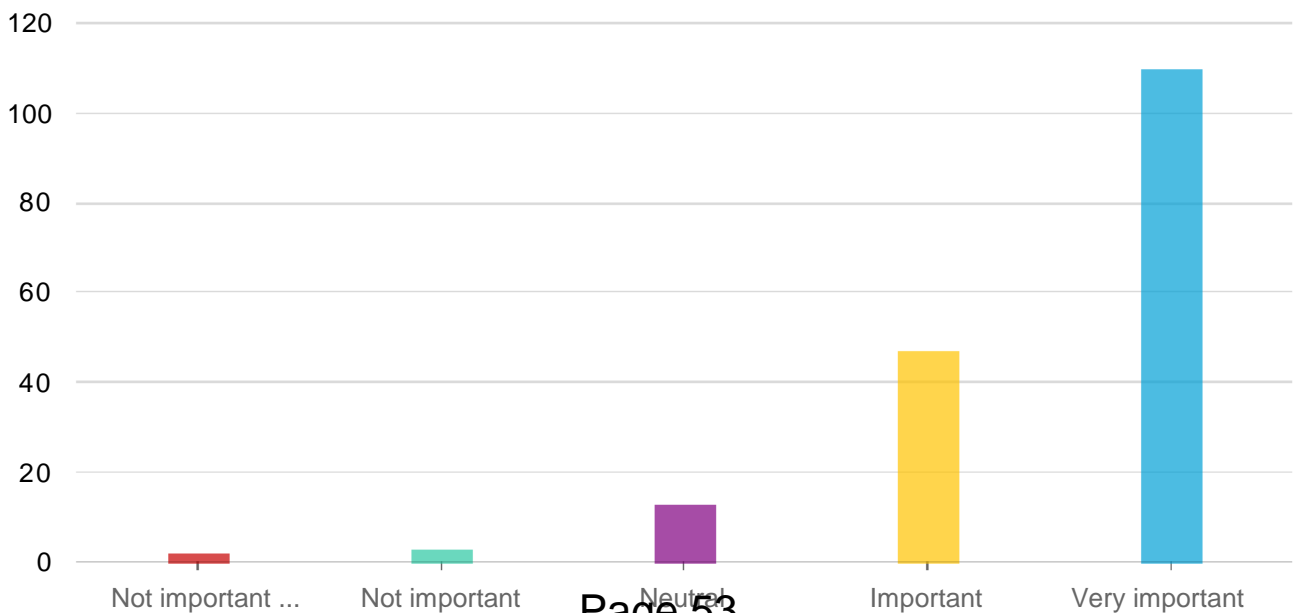


Answers **Count** **Percentage**

Not important at all	3	1.71%
Not important	4	2.29%
Neutral	1	0.57%
Important	38	21.71%
Very important	129	73.71%

Answered: 175 Skipped: 0

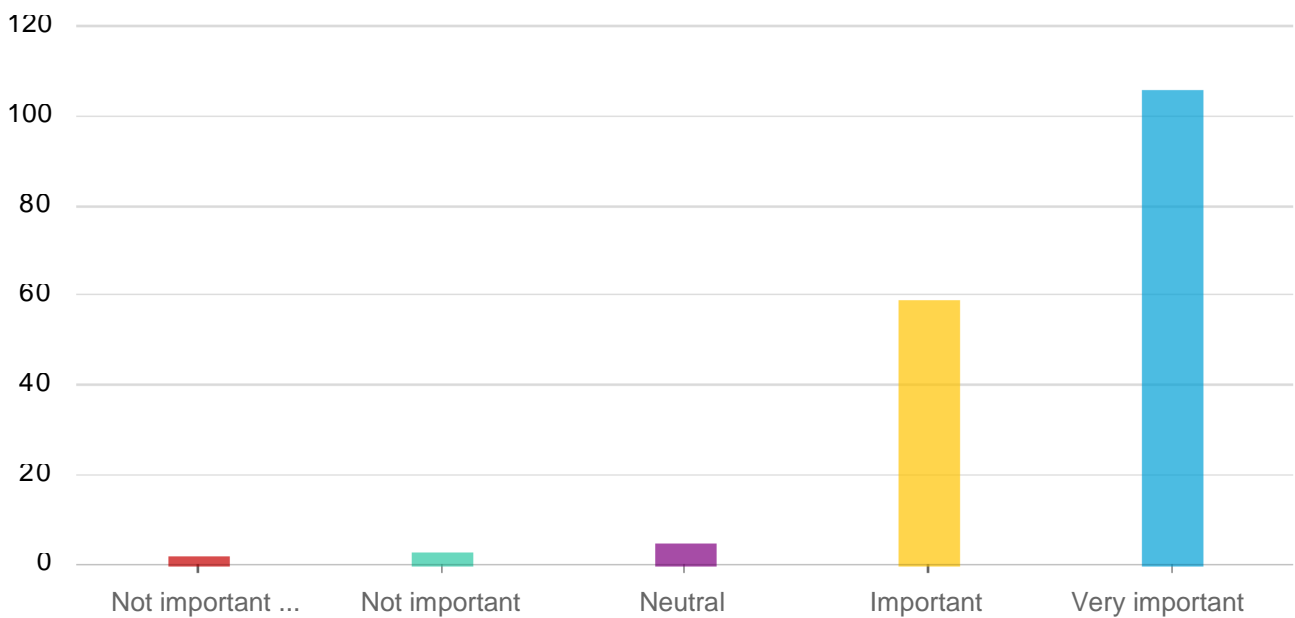
○ ○ **LGreener transport options with electric vehicles and charging stations with better walking an...**



Not important at all	2	1.14%
Not important	3	1.71%
Neutral	13	7.43%
Important	47	26.86%
Very important	110	62.86%

Answered: 175 Skipped: 0

○ ○ **Green energy measures in public buildings and domestic homes such as energy efficiency s...**

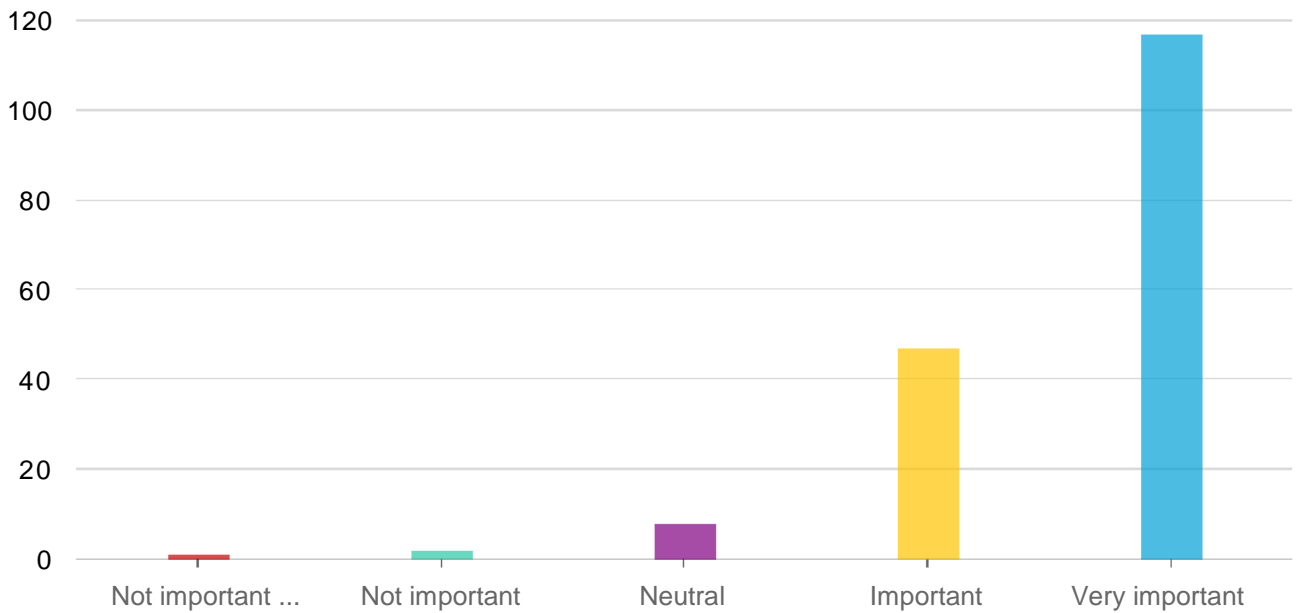


Answers **Count** **Percentage**

Not important at all	2	1.14%
Not important	3	1.71%
Neutral	5	2.86%
Important	59	33.71%
Very important	106	60.57%

Answered: 175 Skipped: 0

○ ○ **Improving the health and happiness of residents by improving air quality**

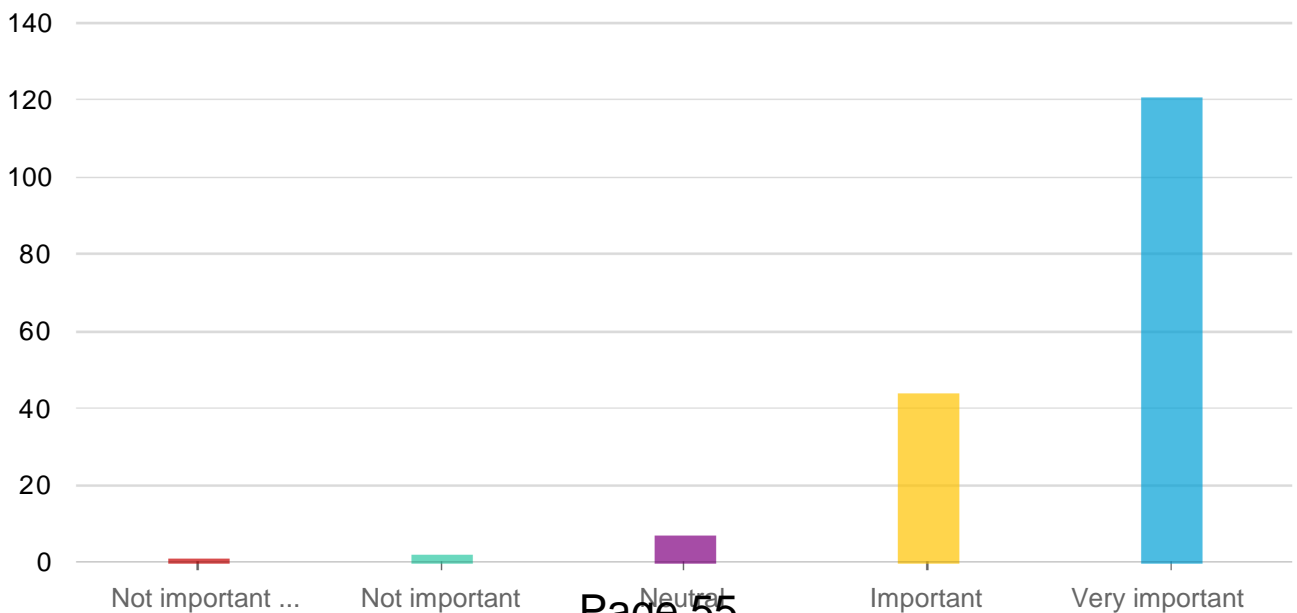


Answers **Count** **Percentage**

Not important at all	1	0.57%
Not important	2	1.14%
Neutral	8	4.57%
Important	47	26.86%
Very important	117	66.86%

Answered: 175 Skipped: 0

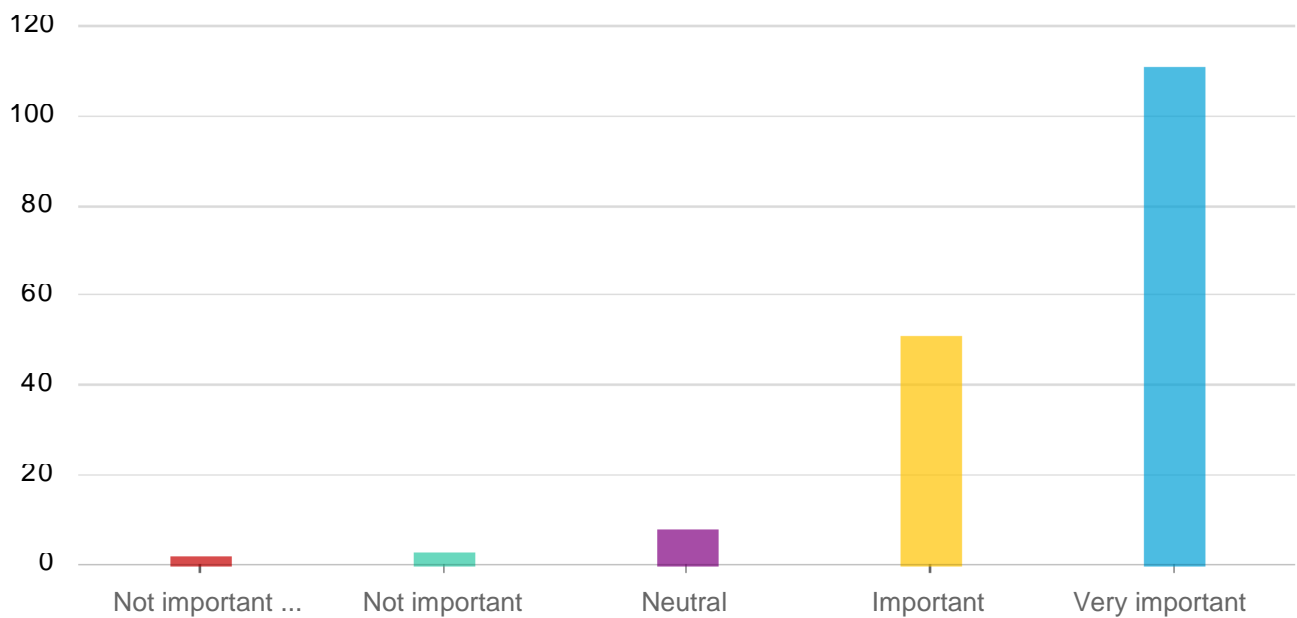
○ ○ **Reducing waste by recycling more to achieve our target of 40% waste recycling**



Not important at all	1	0.57%
Not important	2	1.14%
Neutral	7	4%
Important	44	25.14%
Very important	121	69.14%

Answered: 175 Skipped: 0

○ ○ **LPromote a sustainable and fair food system offering healthy and affordable food**



Answers

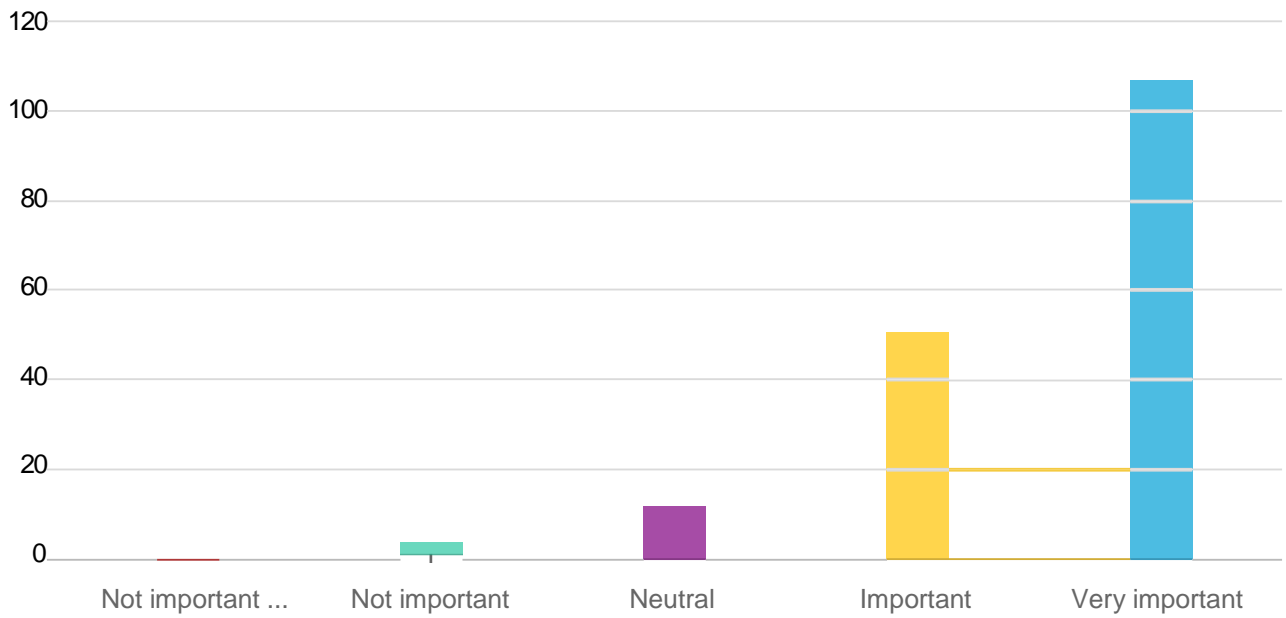
Count

Percentage

Not important at all	2	1.14%
Not important	3	1.71%
Neutral	8	4.57%
Important	51	29.14%
Very important	111	63.43%

Answered: 175 Skipped: 0

○ ○ **Greener purchasing to promote local and sustainable suppliers of goods and services**



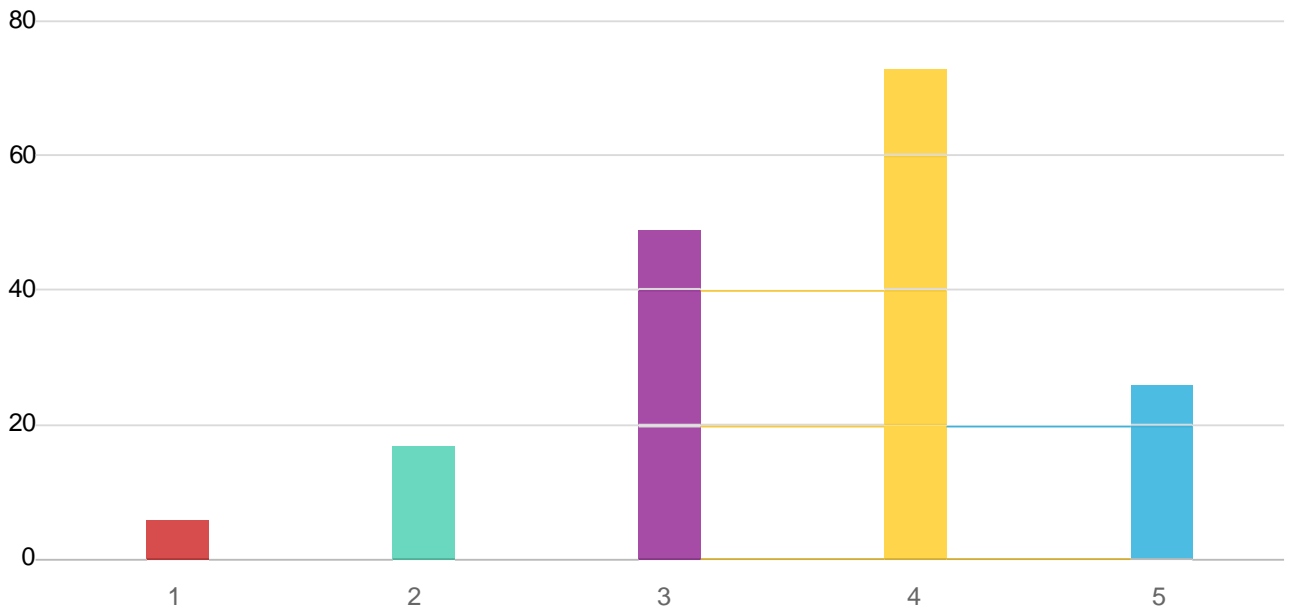
Answers **Count** **Percentage**

Not important at all	1	0.57%
Not important	4	2.29%
Neutral	12	6.86%
Important	51	29.14%
Very important	107	61.14%

Answered: 175 Skipped: 0

> **Question 3**

How well do you think the proposed strategy would achieve the Mayor's ambitions?



Answers **Count** **Percentage**

1	6	3.43%
2	17	9.71%
3	49	28%
4	73	41.71%
5	26	14.86%

Answered: 171 Skipped: 4

> Question 4

Do you have any other suggestions about what else we could consider to include in the draft st...

<p>You mention saving the wild areas to benefit people and wildlife yet you are agreeing to more houses on such areas, for example mandale meadow. There will not be any wilderness left to save. Surely you should look to build new housing in empty shop units in the high street or on land where social housing has previously been demolished & ensure wilderness is saved NOW. People enjoy walks in the wilderness away from buildings & traffic, please dont destroy/insult people by saying you are making them into country parks. Country parks don't have housing & spine roads on them. We are continually being left with strips of land. We need the open fields where families can fly kite s, play rounders etc. Your plan needs substance & action now otherwise it will be meaningless as t here won't be any wilderness left to save.</p>	1
<p>You don't invest enough into our green spaces and parks! You should be teaching how to grow things and look after the land in these spaces but nothing like that exists because staffing has been cut back so massively .. our parkies can just about cover keeping spaces clean anything else would require an investment in capacity!</p>	1
<p>Yes just stop building in TS7!</p>	1
<p>Working with creatives on the doorstep Working with research and creatives in the University Offering incentives to keep talent in the region Taking on advice. I've contacted Andy by Twitter regarding creative schemes by looking at European neighbours and he's not even responded. Disappointing. Housing that isn't just toytown awful cheap made for families. Single people are so marketed out of housing. Again look to European neighbours for alternative housing. Live/work schemes for example.</p>	1
<p>With tree planting. Could the town plant fruit trees, such as apples and pears. These are obviously a food source, and may prevent hunger for those in poverty.</p>	1
<p>Whilst its not an excuse to do nothingWe should reference somewhere in the Strategy that Middlesbroughs problems with deprivation does make the task more difficult than in an area with full employment , better health and higher educational attainment.</p>	1
<p>Weed maintenance and rodent control needs taking into account. Some estates aren't allowed to have garden fences due to 'open plan' gardens but then rubbish that's uncollected is blowing in and rodents are running wild</p>	1
<p>Waste management should include home composting. We need car-free zones, especially in the town centre, and terraced streets. Gov should be lobbied for Tees-Valley light rail/tram service funding. Development in the town centre/near transport hubs should be prioritised. Car centric developments should be refused planning permission. Encouraging businesses to adopt home working and/or flexible hours would reduce traffic and emissions during rush hour. Encouraging people to go vegan/cut down on meat consumption.</p>	1

<p>Very little detail on what the council will be doing to reduce emissions from housing stock. Middlesbrough has such high rates of fuel poverty and associated health issues. many of these health issues will also be improved by improving the air quality. However, if their homes are cold and they can not afford to keep them warm, then all these health issues will continue to be a risk to the residents of the town. We need to ensure there is a strategy to work with all housing providers, private and social.</p>	1
<p>To stop building on greenfield sites! This town will become a doughnut - empty in the middle! We have some lovely, established, and vital, green belts. They are the green lungs of this town! Building on them , and inserting a patch of ill considered, and expensive 'wildlife park', just won't do.</p>	1
<p>The thoughtful of those with an disability/medical need. Environmental processes are fantastic but dont always work when there is a need outside of our control</p>	1
<p>The strategy has good general targets and messages. However it has no actual targets or commitments for how this is to actually be achieved. At the moment it sounds like a slogan rather than a strategy for clear action. If you truly wish to meet the above targets then there needs to be a clear action plan with key targets and commitments set out with deadlines and contingencies for what happens if those targets are not met.</p>	1
<p>The Draft Strategy is very welcome, it is positive and covers all the right issues, but this is a huge and urgent challenge and the Strategy needs to be much more than a colourful and aspirational brochure - it needs to make political and financial commitments and it needs to set out a route map showing how it will be delivered. Sadly, it is too easy for developments with short term financial and development gains to continue to be approved even when they run against the grain of the Green Strategy and lead eventually to environmental problems with far higher consequences for the town and its residents. The Green Strategy needs to step up to the challenge and be clear enough and strong enough to turn the tide on this steady environmental decline.</p>	1
<p>The draft strategy is really good, but I think there needs to be an emphasis on how important it is to o find a way to incorporate education of climate change and the ways that young people can start to o adapt to more sustainable and greener ways of living. Young people are the future so the strategy needs to consider the fact that young people need to be aware of the climate crisis, need to be aware of what can happen if we simply put it aside and ignore it and need to be able to be educated throughout the education system within Middlesbrough to be able to gain the knowledge.</p>	1

<p>Th strategy needs to include a road map to how things are going to be achieved with smart targets not juts woolly phrase like "Work with community groups and volunteers to help make Middlesbrough a greener and better place to live" - surely you are doing this already. Work with doesn't mean supporting these groups and what happens if there are no community groups for particular areas . "Work with schools and groups to promote greater environmental awareness and involvement." How many schools and how are you going to do it - funding for school grounds improvements? training for teachers helping groups how? "Create environmental opportunities for mental health and wellbeing through the expansion of green social prescribing opportunities" how many places who are you going to work with? These are just a few examples</p>	1
<p>Take the green purchasing commitment further - Follow the 'Preston Model' of local procurement, which has the multiple benefits of keeping money in the local economy (rather than going to large multinational companies), reducing the impact of transportation, and allowing more local interactions, in which the council will be able to influence small local suppliers to operate in the ways outlined in the draft strategy which seek to reduce environmental impact.</p>	1
<p>Stop ruining our green spaces with new build home. Also, some of the ideas for sky scrapers etc are laughable.</p>	1
<p>STOP developing on green spaces and ruining the few open spaces that remain in Middlesbrough - these spaces have proved their worth during the pandemic and the fact that people are having to travel out of town to access green spaces just highlights how important it is to retain our current green spaces. So, in short, I would request that ALL developments on green spaces are reviewed and look at the high number of empty properties and see how we can develop these, and to include in the plan that existing brown field sites are ALWAYS the first sites to be developed on. I also think the Stainton West development is unnecessary and maybe we need to start and justify all these executive house buildings in such a deprived area. Think we need to build more appropriately (on brown field sites) for the people of Middlesbrough: smaller, more affordable houses along with more council houses please.</p>	1
<p>Stop developers cutting down woodland especially in the new housing areas of Hemlington. The plans in current development plan to drive a new road through woodland near the Police HQ. Could they not find a different route without destroying the woodland. Government have said that we need more greenery to combat pollution. MIDDLESBROUGH area already has a poor wood coverage and things will get worse unless they look into preserving the woods and trees we already have. Hedge row are also another issue with developers pull them out. They also propose putting extra footpaths and cycle ways where they are not needed.</p>	1
<p>Stop building the amount of homes that are being built in areas such as Nunthorpe. A lot of the green space we have is being taken away.</p>	1
<p>Stop building on our green fields, start building on all the brown fields in the town.</p>	1

Stop building on green open spaces until this survey is concluded and its findings/recommendations are built into Local area development plans.	1
Stop building on green field sites and chopping down trees. These sites are the lungs of Middlesbrough and need to be protected	1
Stop building on green field sites - NOW.	1
Stop all future house building until the builders can meet MBC green future. If they can't meet MBC green strategy with things such as tree planting trees such as Oak, birch etc, solar panel for street lighting moving away from the use of plastic of soffits guttering and flashing and move to more sustainable long term solutions such as sustainable Timber, cast aluminium which is 100% recyclable they should not be allowed to build.	1
Stop all building on greenfield sites. What a joke this is, you promote green but then build more and more housing on greenfield sites with inadequate public transport provision.	1
Stop all building on current greenfield sites Develop brown field sites and redevelop North side of border ensuring town hall becomes a historic quarter along with transporter saved for the future as a working bridge ?	1
Stop "developing" our green spaces with housing. Adding more cars to our roads and longer waiting lists for our schools.	1
Stick to the promise made of not building on green spaces - what's the point in doing that and then saying you will create more?? We already have green spaces they should be nurtured and protected and not sold off to the highest bidder	1
Start protecting all or as many of green spaces as possible...instead of building all over them.	1
Start building houses on brownfield sites.	1
Providing solar panels for all schools, creating greener jobs for the next generation and putting pressure on central government to change the curriculum to more nature based activities. Children will care for this planet if they feel connected to it. School should play an important part in this role.	1
Providing regular information to the public to show progression and achievements in each action group and providing contact info to each group so that first hand public involvement becomes part of the strategy over the coming years. Media representation in the groups could perhaps be involved in getting the message across?	1
Promote vegan / plant based diet, this would be the biggest way to tackle climate change yet it's has not been mentioned once	1
Prioritising suppliers who are actively pursuing the same strategy for carbon reduction, and zero waste.	1

Prevent the destruction of greenfield sites, for the building of roads &c as far as possible. Middlesbrough has plenty of brownfield sites and a pressing need to regenerate the town centre. Building there should be prioritised. If that harms profits from speculative land purchase then tough!	1
Pointless as council don't listen to resident views	1
Please stop giving lip service to the idea of being a green town whilst building as much as you can on green spaces. This plan does not address your massive building plan. It is as if they have come from two different planets. You cannot have massive house building on the green belt and think that recycling a bit more offsets losing green space. Furthermore, why bother to consult the residents when you do what you want anyway?	1
Please stop building more and more houses over our green areas. Stop taking trees down to build houses. There are too many cars and too much build up of traffic. Encourage children to go to local schools and encourage to walk there. I was never collected by car from school, always walked and lived nearly a mile away. Less houses built more trees left and local produce bought a win win	1
Please stop building houses on green spaces. Utilise brownfield sites	1
Please look to a major campaign on trying to dissuade people from using wood burning stoves. They are responsible along with coal fires for 40 % of outdoor particulate matter. This has been proved to cause serious heart and lung problems and cancer and a growing body of research has shown that it may also be implicated in diabetes, reduced intelligence, dementia and depression. It is also known to affect children and the unborn the most. A major public information campaign is needed and pressure on the government to introduce an outright ban in urban areas. On still days in my area the effect is really toxic. There is no fresh air. Middlesbrough was one of the first boroughs to introduce smokeless zones. It is so sad that this legacy has not been respected.	1
Planting more trees needs to be managed correctly, you can't just stick them in and hope. More thought needs to be given when deciding on major planning issues. Develop in the brownfield sites before turning to the green areas in the south of the borough for any more major development. There are already enough housing sites with outline planning to meet the current demand, Hemlington Grange, Stainsby Hall and Nunthorpe. With all the extra houses planned, you will need a road infrastructure to cope, so the verges need to be planted with trees and wild flowers to both help the bee population and help reduce the overall CO2.	1
Plant wild flowers on adopted grass verges and grassed roundabouts - good for bees and less maintenance costs for the Council Better management of allotments - there are many plots available on some sites so advertise them more so they become tenanted and reduce flooding issues on existing plots so they are more appealing. Put hints and tips on the website and newsletters for people to try eg, composting, recycling, using cheap, natural alternatives for cleaning products etc lemon juice and vinegar, soap nuts etc.	1

Only build or allow building of new houses in the central areas of town. These should also be of high energy efficiency utilising heat source pumps from ground or air, individual wind turbines for each property and solar roofs with underground rain collecting tanks for use in flushing toilets, watering gardens etc. Building in town will reduce transport requirements both public and private.	1
One of Middlesbrough's greatest features is all the becks that run down from the hills to the tees. Developing these as walking/cycling/green routes would improve navigating the town car free as well as biodiversity. Can we aim that each beck is walkable in the next decade (Eg there is a green space and route by Orsmeby beck from Orsmeby Hall to the A1085, then it vanishes to reappear beneath the A66, could we fix that missing section and improve some of the other bits?)	1
Offer incentives to residents to recycle and reduce the amount of rubbish they dispose of. Set up a scheme to promote businesses that are ecofriendly	1
No point the council never listens anyway and will do whatever it wants , especially for financial gain	1
New housing developments need to have restrictions on amount of non porous surfaces to reduce water run off. Where possible future developments to have a high level of new technology along with a increased use of carbon neutral heating i.e heat pumps, if possible a combined town heating use	1
More robust planning to preserve green space and utilise brownfield sites for housing development	1
More emphasis on education youngsters on climate change and how to prevent further carbon emissions Allowing for and funding a transition process so skilled industrial workers can be employed in the green sector An emphasis on co-operatives Machines where people can exchange their plastic for cash, creating an incentive to recycle	1
More bins, not just in the main town areas but ensure there is mixed recycling bins outside small promenades of shops, main public walk areas etc.	1
Monthly large waste collections by area to stop fly tipping	1
Mention that a Nature Recovery strategy for M'bro will be available by 2023 & that this will include details of existing habitats alongside proposals for funding improvements and extending/restoring or creating new ones too. SUDS - reducing flood risk & water management which is one of the ten principles and presumably will appear in net gain when that starts, but something that may become more important with erratic heavy rainfall predicted in the future. There was nothing in the strategy about education on how to reduce consumption which is important both for the council and local people.	1
Make developers plant more trees in their developments .all new streets should be tree lined with the appropriate size of trees now available	1

Looking at how we handle the waste. It's wonderful we recycle. Assuring that people do and where it is going- being responsible There could be more recycling points around the town- they can be so far between to dispose of something. A bin shouldn't always be to landfill. Having composting facilities in Middlesbrough to deal with the compostable plastic, they need machines to break it down successfully so could be a point for jobs for people in the area but of course would need some research. There is Terracycle, who take plastics that aren't often repurposed, sweet wrappers packets when it is sent over to them and redistributed and recycled to create other things. There aren't drop off points here, there's makeup drop offs in Boots & Superdrug to repurpose the containers but having the drop off points would be really beneficial for all of the waste and to not put all of these plastic packets to Landfill.	1
Local support for homeowners to enhance green technology uptake, such as solar panels, mini wind turbines for homes etc.	1
Linking more to communities to help address the problems and working a lot with young people on this subject as they will inherit the issues in future years	1
Less bold statements that are designed to catch headlines and more practical reality. People want open spaces, less building, more care for the existing services. Build houses on brownfield sites not greenfield. Open another tip, so people actually have somewhere practical to dump their rubbish, rather than fly tipping, because it is so far to go and impractical to get to the tip! Stop selling green land for building - Nunthorpe - the Bretheren and Robertson's!	1
It all sounds good and people can preach this but how can you take this seriously and then build on every piece of green space available, which is what's happening around Nunthorpe. If you preach it and want it to actually happen this needs to stop.	1
Involve the community and grass root leaders.	1
Information on the bulletin about who and how we can recycle ink and toner cartridges. The Gt North Air Ambulance are unable to collect at the moment because of Covid but it would be a great way for the council to give support.	1
Include it into school learning or projects via Climate Action Middlesbrough!	1
In recent years we have holidayed in Devon and Norfolk. Both local councils encourage food recycling, in that they provide recycling bins for all food that isn't consumed, including cooked left over meat and vegetables. Also food waste such as vegetable peelings etc. This was used in production of bio fuels I believe. But very little food is put into household waste bins, and it's actively discouraged.	1
Improved segregated cycle lanes.	1

<p>Improve footpaths I don't own a car so generally walk most places. This would also be a bonus for carers pushing wheelchairs, uneven paths are a nightmare not only for the carer but also very uncomfortable for the user, especially if elderly and frail. Footpaths that become ponds after it rains and then ice rinks when the temperature drops are not only annoying but also a risk to life and limb. For too long cars have been a priority eg the pavement on Marton Road that is on a slant for cars rather than drop kerbs. Walking along this in icy weather is a nightmare as you slide into the road - but hey, the cars are ok The slant also causes pain to the ankles and knees even in people without lower limb problems.</p>	1
<p>I would like to see more detail i.e. more actual targets and commitments as soon as possible, to make sure that things actually happen.</p>	1
<p>I would like to see a greater emphasis on active travel such as walking and cycling. Current provision is often badly thought out and badly implemented and not connected. Also in TS1 there is a noticeable lack of trees and greenery.</p>	1
<p>I think the strategy is an excellent and much needed document so all I would add is to constantly have Green issues at the forefront of everything Middlesbrough is looking to achieve. We all have to play our part, the stakes with Climate Change are very high indeed and everything we think, say and do can help to promote a "culture" of thinking about the greater good of all the community...we can build on this from the current covid situation. We are not simply individuals looking after ourselves and our immediate families, but we have to keep instilling the idea that we are a Community and that we all matter as does our bio-diversity and local wildlife....it is all part of the eco system. What we do locally impacts upon the global picture also and we MUST get these ideas out there so that thinking Greener becomes the norm!</p>	1
<p>I believe new developments should have to accommodate wildlife. Bat boxes, hedgehog highways and swift/sparrow nest boxes should be included when building new homes. On top of this it must be a priority not to isolate habitats. We need more wildlife corridors so wildlife can move safely from one habitat to another without the danger of crossing roads or housing estates.</p>	1
<p>Household Food recycling ability like those in bigger cities - not everyone has space for a compost bin and if council collected it it would go a long way in food wastage. Likewise for used oil. Only businesses seem to have this available at the moment so would be good if households could participate in this. Household Clothing recycling ability for clothes past their best</p>	1
<p>House Builders/developers need to be on board with developing sustainable systems including solar panels fitted at the time of building, the inclusion of charging points in all new builds. Water butts in gardens again be installed at the time of building. Maintenance of existing footpaths and cycle ways and the provision of new paths where some areas are lacking or are non-existent.</p>	1
<p>Helping businesses, events to become more eco friendly. Increase awareness and the importance of the values</p>	1

Having been involved in discussions about pathways & cycleways the council needs to address the issue of direct routes between housing complexes & amenities, e.g. shops etc, meandering routes DO NOT encourage anyone especially children to utilise these routes, the thought of a child riding a bike on dark afternoons in winter through housing estates from school does not bear thinking about. A typical example is the route between Stainton (where I live) & the Parkway centre, it is not possible to take a direct route without using a car, why would I want to walk/cycle twice as far as I need to shop & repeat the process to return home?	1
Green waste recycling scheme, taking green collectuons to a site (possibly allotments) and composting it or chipping it for sale back to residents. It would provide value for money compost and mulch for residents generate revenue for the council, create jobs and help the environment by reducing waste and encouraging home growing activities	1
Greater focus on planting out in key areas of the town.	1
Grants to Retro fit all homes with green energy and energy reducing technology. Irrespective of income.	1
Free energy saving bulbs for folk to replace non energy savings	1
Focusing on corporate responsibilities for larger businesses trading within Middlesbrough and the wider Tees Valley. Specifically as a result of private sector organisations being awarded public sector tenders. Including opportunities to develop detailed requests for environmental commitments to be made as part of tenders for existing and increasing supply chain.	1
every new house to have solar panels built in. every new house to have off road parking and electric charging point for electric vehicles.	1
Encourage the use of public transport	1
Encourage more businesses to consider reuse of their waste stream by others, eg PercyMiddlesbrough be a link between businesses to members of the public	1
Educate people on the importance of not being wasteful.	1
Country Park good idea but not with spine road.	1
Continue to redevelop brown sites & preserve & protect greenspace Much tighter oversight of new housing development to ensure adherence to green strategies such as including open spaces within developments, environmentally sound building and high quality build standards. effective traffic management strategies	1
Consultations with local residents about their local community. Consultations and collaboration with VCSE organisations that works on environmental issues.	1
Build electric car charging stations around middlesbrough such as car parks, residential streets.	1

Avoid selling off green spaces for houses e.g. the area proposed for sale at Nunthorpe.	1
Assistance to install solar panels .	1
As stated stop cutting services and increasing Council tax, make the council budgetary efficient before using any council tax rises on green issues.	1
Appreciate that this is a strategic document, but drilling down into details is important for residents because we can all probably agree it's a good strategy, but there are countless ways in which it could be implemented and THAT is what people will want to be consulted about.	1
All; communities need to be involved and take an active lead. Community leads / working groups to be introduced in EVERY ward within Middlesbrough. The groups and organisations (including schools) are key in promotion and getting all involved and on board.	1
All new building to have solar panels included in the development.	1
All green spaces we have which are publicly owned should not be 'developed'. Brown field sites only should be developed to meet housing needs. Electric vehicles only reduce carbon emissions locally but child slave labour is used in some impoverished African countries to mine cobalt for use in electric car batteries. The process causes massive toxic pollution causing children to die early. So those of us in a first world country using electric vehicles are exploiting third world countries in an unforgivable manner. Not only that but the expensive batteries for electric vehicles have a relatively short life and cobalt is a very finite resource. It is better to wait for improvements in hydrogen power in order to have a moral clean energy. Developers should be compelled to build green alternatives in new build houses. They do make obscene profits and installing ground source or air source heat pumps means they would still make a healthy profit on each house.	1
Aerial map of town with green space measured against population and set as a minimum. Further increases in population would require expanding the town boundaries while maintaining the existing green spaces	1
Addressing the lack of education around recycling. Time scale should be reduced considering you've declared a climate EMERGENCY. Move to a more effective way of recycling, please consider composting solutions. Getting the local community, volunteering groups, schools and colleges and local organisations involved with the ambitions. Create a climate crisis plan during the COVID19 pandemic (eg giving local businesses trees/plants and getting their employees to plant them whilst on furlough). Local job centers making referrals for NEET clients (not employed or in education/training) to join local community groups targeting the climate crisis.	1

<p>Actually do it. Live the set of statements and set your stall out by it. Realise that carbon neutral is n't just a set of words. Pursuing house building, road building with associated non carbon materials makes these empty words. Air quality, yet you propose to build a new road through to Mandale interchange. The only place to fail air quality standards in Middlesbrough. I think to make this an actuality you need to retrain all planning officers, as they are the ones responsible for the systemic poor planning decisions that blight the town, rather than improve it. Send them to view sustainable development and insist they change their mindset or move on.</p>	1
<p>1. To actively organise events on a regular basis to inform and show the public including getting them involved. 2. To run workshop on the allotment sites and show all food growers how to grow food organically, how to look after the soil as it is so important. If we look after the soil, it will produce healthy plants and absorb the carbon. There are allotment holders who grow food organically but there are still quite a lot of them are growing food in a very traditional way. There won't be many who will attend on their own. 3. To provide incentives if they recycle properly. 4. To provide a safer and wider cycling routes to different cities and in Boro. 5. To release more green space for growing food. 6. To plant more edible fruit trees & fruits bushes in public spaces for human consumption and wildlife. 7. To provide more support to community groups. 8. To provide more financial support to public transports and reduce fares to encourage more people to take the bus or the train.</p>	1
<p>1) You need to bear down on housing developers and get them to sign up to a sustainable affordable homes scheme (that will be properly monitored and enforced) and levy those that don't. 2) For various reasons, low-income families are less likely to adopt 'schemes' promoting changes in habits. Recycling, for example - wouldn't it just be easier to enforce sustainable packaging practices with manufacturers? 3) Carbon net zero is a worthy aspiration, but the carbon in the atmosphere isn't going anywhere, so possibly include carbon capture schemes. 4) The agricultural margins of every conurbation should, where possible, be managed to directly serve its local inhabitants. A return to environmentally rigorous (pesticide-free, etc.) market gardening, orchards, small scale organic meat production - all with minimal transport requirements.</p>	1
	0

Answered: 98 Skipped: 77

> Question 5

Do you have any more suggestions how Middlesbrough could become a greener more sustain...

<p>You want more trees to achieve the 16% whilst also being a sustainable food town. Seems to me that you could kill two birds with one stone by simply planting fruit trees in accessible areas for people.</p>	<p>1</p>
<p>Yes, stop cutting down trees and ripping up green fields/meadows to build new housing on the outskirts. Locate shops, Dr's and dentists in areas that suffer from a lack of them currently so that travel to and fro is reduced. Set aside areas of each new build site for allotments that provide food production, allowing only wild flower borders & not show flowers to be grown.</p>	<p>1</p>
<p>Where possible plant wildflowers on roundabouts and along roadways. Take action on drivers who churn up small greens. If not already in place, introduce a by-law to stop people completely concreting over gardens - a drainage gap should be mandatory around three sides to avoid flooding.</p>	<p>1</p>
<p>We could do with loads of British Wildflower corridors to encourage more insects and bees, across the town, including all roundabouts and grass verges. We need more green spaces protecting in the longer term from development eg, protect for thousands of years, not just 2 years! We need to engage communities so they understand the importance of climate change and how their small actions can, over time, have a huge impact. Consultations are important as I think if people feel they are being 'told' to do something they don't always comply but if you involve them from the start and encourage local ownership/community groups, you get local buy in and better outcomes. Proper consultations, not just lip service as has been shown in the past!</p>	<p>1</p>
<p>Use water butts in parks/green spaces for water conservation. Set up communal water butts at allotment sites.</p>	<p>1</p>
<p>Turn off all the office lights off at the end of the days work.</p>	<p>1</p>
<p>Through advocacy, delivering more activities around the green agenda, raising the profile and helping to promote easy ways for people to get more involved</p>	<p>1</p>
<p>This strategy won't work unless you completely stop building on green field sites. Read your own strategy and think about how all of this is wholly interlinked with the necessity to retain green fields!! You are paying lip service to something the Government has requested you complete. You need to look at the reality, not the vision!!!</p>	<p>1</p>
<p>There is very little mention of public transport in the strategy. I would love to see Middlesbrough pushing for joined up public transport across the Tees Valley, with more regular, reliable bus services. We could improve the local train system too. A new station outside nunthorpe with regular trains in to central Middlesbrough could significantly reduce car use age in the south of the town. Retro-fitting housing to make them carbon neutral or even able to export energy to the grid through renewable systems, and reduce water usage through grey water collection.</p>	<p>1</p>

<p>There are ways of using bikes for power. Having the bikes in Middlesbrough's Sports Village, if they already aren't, having them connected to harness the electricity from the kinetic energy to store it</p> <ul style="list-style-type: none"> o batteries. People pedal on the bikes for exercise - why not use what is? As they are in New York with a green gym that has enough energy to power the electricity for the gym.would save less energy from other sources. Having classes that are greener could bring more people into the gym, better their health. Being active whilst generating power. There are other benefits , The energy created is different to what it amounts up to when converted for storage. There are other applications that could be more commercial, having blenders set up so that people can create the energy cycling t o make a juice or smoothie to enjoy after. I definitely think utilising 'what is' as a good start- harness electricity from the cycling machines at the gym 	1
<p>The mindset of a lot of the population isn't in sync with the strategy until this happens there will undoubtedly be problems implementing it . The Rekalibrator is a tool which will help you achieve this but it will also need some help from middlesbrough council to introduce it to the public</p>	1
<p>The answer to most of these problems would be more education on these issues within the youth through schools, colleges and higher education institutes. More funding and recognition for local action groups and community groups.</p>	1
<p>Tackle waste through encouraging reduction at source, as well as through recycling. Ensure the tree planting and meadow initiatives are undertaken in consultation with appropriate experts to make sure they are appropriate in terms of species and approach. Across all ten areas: maximise the visibility of pro-environmental behaviours. Find and celebrate your champions. Create new social norms.</p>	1
<p>Street lighting, improve it to be more energy efficient. I know wildflowers and tree planting are in the devised plan but I think they should be more widespread - deliver packets of seeds to households directly to plant.</p>	1
<p>Stop building on the green spaces....</p>	1
<p>Stop building on green field sites and chopping trees down.</p>	1
<p>Stop building on green belts</p>	1
<p>Stop building on any green field they can find in nunthorpe, there's no infrastructure or roads to handle the extra housing . But this really is pointless and the building will continue and the cash cow that is nunthorpe will continue to grow and fill the councils coffers with the cash to spend in other parts of the town .</p>	1
<p>Stop building houses in the cash cow that is Nunthorpe it is not sustainable. You are squeezing houses in at every green space around nunthorpe and the houses are not selling. Your destroying our green spaces for your council tax gains.</p>	1

Sort out the cycle system to make it easy to get not only around boro but into boro and out to national parks or the coast. Routes are often broken or involve a trip on the motorway. Make it easy for people to get in/out around and enjoy the countryside. Enlist artists to create artwork for viewing en route. Again schemes exist in Europe. Make it a cycle destination. No one has out scenery. May be rework the old black path and make a cycle route around our amazing industry. Take the High Line in NY as an example of amazing regeneration. Be creative and use creatives and the University.	1
Slow house building right down. Provide more and larger open spaces for informal leisure.	1
See above!	1
Recycling is very important A large recycling unit with area for unwanted goods to be dropped off and sorted... This can be larger house hold furniture To be up cycled or smaller pieces for recycling. There should be small unit shops in another adjacent area that are allowed to reuse and revamp any of the items that have been dropped off and then sell on to the public from their units....this could be our eco park area. Any items that don't warrant being recycled or reused could be removed after a period of time and taken to the tip. Plastic and glass bottle return units that will give a refund for bottles returned. Go back to paper bags Ensure all green areas are accessible, clean and safe and have sheltered areas to allow for resting and enjoyment of views, wildlife, fauna etc. Green spaces should not allow traffic on them. ... Appropriate car parking should be acquired. Could any street lighting be solar powered during summer months.	1
Provide residents with free compost bins if they require one	1
Provide information to businesses & residents on available assistance to become more "eco-friendly" eg grants available, or where to get help.	1
Preserve and plant more trees.	1
Please keep Mandale Meadow road and house free. Also bring back the big communal recycling bins for back alleys we used to have. These make it much easier for households to recycle.	1
Please consider the effects of building on green spaces whether they are brownfield or greenfield sites. Much of the housing that is being built currently is on already poorly drained land and is relatively high density with lots of water run off from hard surfaces. Although well insulated, the homes currently being built all over the town have gas central heating. It would seem more ambitious to build them air source heat pumps & solar panels and car charging points from the beginning. More expensive? Probably; but worth a try? Education is also vital. People need to understand their part in climate change - personal impact & responsibility.	1
Plant more Trees. The parks are practically void of trees. Cleaning away dead trees and managing the environment causes more harm. Insects need rotting vegetation and wildlife need insects. Leave more spaces open for nature to take it's course. That way you can focus more workers into separating Council tax payers waste segregation!!	1

<p>Planning needs to consider maintenance costs of spaces and whether for a slightly greater cost initially we can save long-term on maintenance i.e. create a more sustainable sub/urban landscape.</p> <p>Ditto in terms of requiring new buildings to have solar power/high insulation etc. On growing veg etc. you might want to look up https://charlesdowding.co.uk/ no-dig system which is the most efficient for space of land I've seen and would work if local restaurants wanted to grow their own veg locally.</p> <p>Could we have more meetings/consultations online where possible to save unnecessary travel i.e. offer people the option when things get more back to normal? Stockton have already got electric grounds machinery so you could chat to them about that.</p>	1
<p>Personally, I live on a busy road but we have a lot of wildlife. I am happy to encourage wildlife but worry about them. Slowing traffic would be a start. (Thornfield Road).</p>	1
<p>Offer incentives to people who actively seek to be greener/more sustainable via purchase of electric vehicles/commuter bicycles/biomass heaters/solar panels/wind turbines etc.</p>	1
<p>Offer incentives to families who "go green"</p>	1
<p>More waste bins and regular emptying</p>	1
<p>More linked in footpaths and cycle ways alongside a more sustainable public transport system. It is very difficult to cross from east to west in the south of the town using either footpaths, cycle ways or bus.</p>	1
<p>More facilities to process animal waste. Such as Anaerobic plants(sorry spelling).</p>	1
<p>Middlesbrough town centre and surrounding area needs to be cleaned up. If there were better shops we wouldn't need to travel to further areas to spend our money. It's scruffy and intimidating, lots of groups of men who wander around, cheap and tacky shops with more and more pound stores. There are a lot of people with money to spend locally...tidy it up, make it nice and Middlesbrough will rise</p>	1
<p>Middlesbrough often strikes me as being unique in having so much green space around its council house developments both private in the form of gardens but also public in the green spaces in front of houses. Would it not be possible to make the best use of these by, in conjunction and with the participation of the local community so that there is a sense of ownership, planting some trees, creating wild flower corridors and also linking in with your food strategy growing fruit and veg. To be successful I recognize this would need quite a lot of input in terms of working with local community but maybe that could be achieved by volunteers. I know you have had some success with back alleys and there are probably lots of other initiatives I am not aware of. The benefits in terms of mental health, community cohesion and addressing loneliness would seem to be potentially great.</p>	1
<p>Middlesbrough has a massive amount to do in a very short time to achieve this objective. When are things actually going to start to happen?</p>	1

Middlesbrough does not have any qualified ecologists on staff, so Area Care are not trained to understand issues relating to biodiversity. Annual "wildflowers" sown are actually non-native, and poor for pollinators. Often these are sown without surveys to check for anything they could be destroying. Trees species that have been planted are often non-native, inappropriate for the area, or planted where they will damage existing biodiversity. No thought is given to how other habitats, such as wetlands, hedgerows, scrub and ground flora are important for biodiversity and carbon absorption. The council needs to employ at least one ecologist. The Horticultural Team should be replaced with a Biodiversity Team.	1
Make clear the consequences of not doing enough domestically, relative to those living in Middlesbrough. A recycling rate of 33% is quite a shocking statistic and would need to increase if we are to make up the carbon deficit at the rate we'd need to, to positively influence change. I think those that aren't convinced that they are, or their children will be effected by the environmental impact of doing nothing, will need to be persuaded in ways that relate to their daily life. i.e ways to save money through efficient use of appliances or artist impressions of what the world will look like in 50 years if we don't support the health and wellbeing of the environment.	1
Lobby Govt. to change their unfair planning development guidelines, which impose stupid housing build targets on local authorities such as Middlesbrough who have large populations compared to the land available to develop.	1
Leave Mandale Meadows alone, don't put a spine road through it. Use brownfield sites and tidy up the eyesores in TS1 and Grove Hill.	1
Leave Mandale Meadow as it is for people to enjoy as an open green space.	1
Leave green spaces alone, no more house building, use sites in central Middlesbrough first for affordable homes NOT uni accommodation.	1
It needs to make a clear and unequivocal statement that the environment will be given the highest priority in everything that the Council does and permits to happen in the town. It should promote this commitment nationally and will gain massively as a result.	1
initiatives to enable to greater take up of hybrid and electric vehicles along with a wider charging network. Improved broadband across the area to allow for a higher connectivity and better home working.	1
Increased partnership working with businesses to capture and understand how emissions are being managed	1
improved recycling strategies to attract greater participation County wide scheme for inclusion of sustainable energy home improvement Improved public transport system to make public transport a more viable option	1

<p>If you are to encourage walking/cycling you need to ensure that Mbro is better and more safely connected in that respect and I don't just mean for leisure purposes. I prefer to walk between parts of Mbro (I'm speaking mostly about south east Mbro) but have found that paving is the last thing that is considered when upgrading road links between the neighbourhoods and in the following example, not considered at all. For instance, the upgraded roundabout that takes Low Lane over to Stainton has no safe paths up to and around it, there is a covered bus stop that has no path to or from it (what is that about?). It is clearly used by pedestrians as there are muddy troughs worked into the verges and the paths don't need to be wide (there is room for narrow ones adjacent to the kerb). There is housing development both in Acklam and Stainton so I would consider an increased need to ensure safe passage between the two areas. It is by no means the only area that needs a serious rethink.</p>	1
<p>I would like to see each area in Middlesbrough have a green ambassador to run alongside the councillor's working with and promoting green initiatives. Understanding each area and maximising its potential.</p>	1
<p>I think the home energy grants are way too complicated, authority recommended/ approved installers of measures such as insulation / solar panels etc are needed</p>	1
<p>I think being clearer about what we can recycle and extending this to include waste food and grass waste that can produce compost for the parks and gardens. Not every area recycles the waste in the same way so a wipe clean chart that can be hung up in a shed or garage would enable new people to the area to see what they can do and how would be helpful.</p>	1
<p>I am not convinced by the argument for electric cars, as opposed to the development of hydrogen engines. That being the case, creating a network of charging stations should not be a priority. Where there could be a quick win is in creation of cycling routes. For many years several footpaths have been used by many cyclists, a situation which creates danger for pedestrians. The council should look at paths which are regularly used by cyclists and examine the feasibility of making them officially dual use. If pedestrians are aware of dual use they should be safer. At the same time, enforcement of pedestrian only footpath could be strengthened.</p>	1
<p>Household Food recycling ability like those in bigger cities - not everyone has space for a compost bin and if council collected it it would go a long way in food wastage. Likewise for used oil. Only businesses seem to have this available at the moment so would be good if households could participate in this. Household Clothing recycling ability for clothes past their best</p>	1

<p>Healthy foods are available often at a lower cost than junk food. I believe offering free healthy cooking/budgeting lessons to families struggling with their budgets will be a positive step forwards. Taking a class to an allotment to demonstrate how wholesome meals can be cooked from fresh produce would be a positive step in encouraging people, who can, to grow some of their own food. More allotments should be created with a push to encourage low income families to rent one. To further aid this, families on low incomes should be allowed to pay a weekly rather than an annual allotment rent. People struggling on a low income could be given starter sets of seeds etc to help them get growing. I applaud the tree planting scheme yet Middlesbrough council is planning to fell woodland in Acklam, it takes decades for saplings to grow. Perhaps offering fruit tree saplings for people to plant in their gardens is a good long term action. The fruit would get shared as the trees mature.</p>	1
<p>Green growing program Green spaces care program New and exciting alternatives to recycling - creating public art out of it maybe? They already make clothes Community projects championed by councillors not just executives</p>	1
<p>Grants for schools to improve school grounds All new build must have solar panels Trees need planting the right places!</p>	1
<p>Food is such an important issue that everybody has a relationship with (everybody eats!). It is so important that it shouldn't be seen in isolation and needs to be a key issue that is considered when any new policy or strategy is review/ renewed.</p>	1
<p>Finding an all weather location for Farmer's Markets to ensure local produce can be supplied and sold regularly despite any adverse weather.</p>	1
<p>Ensure all vacant brown sites are built on before allowing anymore fields to be lost. Housing schemes must have pavements and parking areas so residents do not have to walk on the road. People must be able to walk in safety. Resurrect 'plant a tree in 73' to 'plant a tree in 23' The trees planted in 73 will be quite mature now! Adopt a 50 year cycle of campaigns - can we identify any of the trees planted in 1973?</p>	1
<p>Encourage schools to adopt responsibility for small areas around and within boundaries.</p>	1
<p>Encourage residents to grow their own vegetables and fruits where possible</p>	1
<p>Encourage and support schools to create on- site kitchen gardens to produce food to be then used in school dinners.</p>	1
<p>Electric busses would help around town and big buildings getting solar panels.</p>	1
<p>Don't build a new spine road across Bluebell Beck.</p>	1
<p>Dont allow the felling of garden trees in conservation areas or anywhere, its impossible to consult all who will feel the loss of such trees, and it angers me that money is (rightly) spent on new planting whilst at the same time others are allowed to be lost. Its depressing to look at old photos of linthorpe or street view and compare it to as it is now</p>	1

Develop and increase electric charging stations and promote electric bikes / scooters use etc	1
Develop community leadership	1
Definitely safer cycle routes within streets and towns/main roads. Promote walking to school which would also help with fitness and weight. Educate people on growing own veg etc have a composter for green waste. Community gardens/ veg growing. Hartlepool have one.	1
Cycling infrastructure is key. It's currently not a serious choice for people because the infrastructure is so poor. Even the key cycle route by the river is in a dire state and with no segregation of pedestrians, it's dangerous to cycle there. I've had my bike stolen in the town centre as have hundreds of people. It's all well and good putting cycle racks up but cycle storage needs to be safe. We have to acknowledge that we live in a town with a lot of petty crime, not a haven. We need proper composting infrastructure. Teesside is one of the only places in the country without an open window composter for food waste and compostable packaging. Compostable packaging just gets incinerated in Middlesbrough, which isn't good enough.	1
Cycling and walking should be a separate point. Electric cars may not be as good an alternative as it seems and hydrogen powered vehicles may be a better long term choice as advocated by Ben Houchen.	1
cycle routes you mention, these routes need to be robust & continuous to ensure people can safely cycle into various areas. Green Lane & Acklam road desperately need cycle lanes. Plant more trees in streets, fill verges with wild flowers. Also possible park & rides from retail parks into the town centre. Target & fine flytippers. Hold interactive events in parks/town centres explaining the importance of sustainability & how we can all help.	1
Current recycling systems need work, there are areas where they have to get recycling bags from a third party but have not been given information so in essence have no way to recycle and all items go into general waste. I have found that the key thing across the board is education, so many people do not know what to do or get mixed messages so are then unable to make informed choices on things such as recycling.	1
Consider how new builds affect green spaces	1
Concentrate on improving brown field sites. Only allow building on green field sites where there is no other option. Maintain strict rules on keeping hedgerows and green gaps between building areas. Encourage small shops/services/doctors surgeries at local points to save travel.	1
Comprehensive recycling program that is accessible, not out in the sticks where people can't get to it. Larger recycling bins, the fortnightly blue bins fill up very quickly (even if there was an option to pay for a larger one) .	1

Completely redesign the housing in the town center including replacing every 2 up 2 down terrace d house within the next 15 years. Older residents who want to keep the old housing stock will have passed away or moved into a nursing home by then and the younger generations will expect more modern homes so make it happen.	1
By approaching people in the community who are experts in biodiversity and creating roles for the m to share their expertise.	1
Build two or three recycling site where residents can dispose of their waste in Middlesbrough rather than take it to Haverton Hill. Totally inaccessible without a car which defeats the object of reducing car emissions.	1
At the moment we are not very environment friendly town and we have lost to learn from other cities and countries. Transport in Middlesbrough is a big issue, lack of cycling paths, high crime levels (try to leave your bike in the town center and you will see it disappear). I would encourage Mayor to actually cycle or walk around Middlesbrough town centre to see how environmental friendly it is. We need long term investment and cooperation with local communities - especially in the more deprived areas to see the change.	1
As in question 4.	1
As above more investment into active travel such as walking and cycling. And reduce the amount of surface car parks in Middlehaven and the town centre.	1
As above	1
Affordable key worker public transport travel cards, allowing folk to utilize public transport rather than drive to work. reducing traffic, congestion, exhaust fumes and improving the safety and environment. Or Introduce key park and ride offerings, where commuters can park in a secure car park out of town (inexpensively) and then bus/commute into a central point. and Introduce a cycle to work program where employees can take advantage of discounts or pay back plans to purchase quality bicycles, improving their health and well being and making an impact on the environment at the same time.	1
Actively embrace and protect the little green space that we have and stop destroying it. Build on the brown areas more.	1
A town wide, solar panel scheme for all commercial and residential buildings.	1
A huge push to encourage journeys under 2 miles to be walked or cycled.	1
A congestion charge, discouraging people to drive and allowing for more use of public transport I know local government funding is low, however reserving some of it for affordable transport would be welcomed Research Preston City Council	1

4) Specific development sites, such as the old steelworks and port areas should be designed with 1 green infrastructure as a core principle. Wildlife habitat needs to become integrated with our mode rn developments, allowing free movement of wildlife and increased habitat opportunities. This is ab out clever design and integration of green principles for building and built environments. 5) While t he strategy already includes working with charities and volunteer organisations, we already have many underfunded green spaces in the Tees Valley area. These, and other privately owned green spaces, should be opened up to new funding possibilities. 6) There needs to be more on how you will generate a green economy, to drive these changes. 7) There seems to be a lot of underused a gricultural pasture that could be better used as habitat.

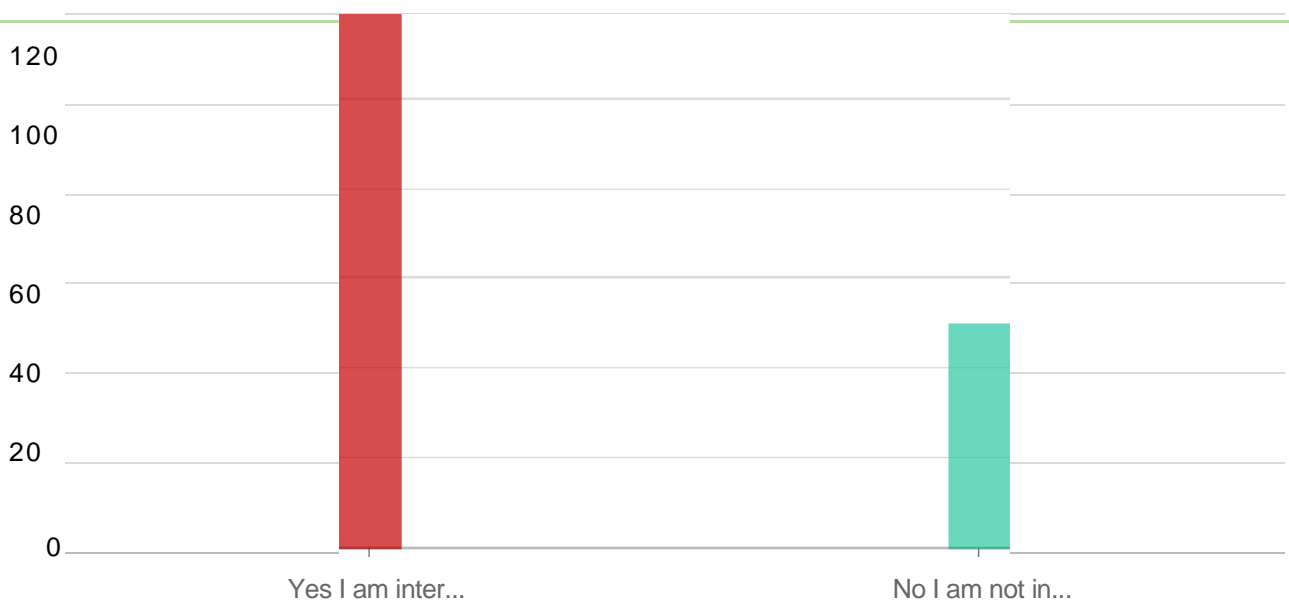
1.Change Street lighting to LED. 2 Reduce hours certain street /road lights are illuminated 3 Redu 1 ce the amount of paper that is used for recording council meetings and distributed to councillors

0

Answered: 93 Skipped: 82

> Question 6

Are you interested in finding out how you can help achieve the vision ?



Answers	Count	Percentage
Yes I am interested	119	68%
No I am not interested	50	28.57%

Answered: 169 Skipped: 6

Travel by public transport, when alone (car share other times). Have started trying to monitor my carbon footprint (need more information). Looking for "Green" energy supplier, once fixed term contract ends. Looking to replace gas boiler with heat pump, within next 10 years.	1
Through the Boro Youth Climate Action Team we are aiming to launch an education programme for local schools and colleges to jump on board with to be able to allow for more in depth teaching of the climate crisis and what we can do, especially as young people to benefit the planet.	1
The local agriculture groups. Where they have people on hand learning skills. They get the people together. Learning skills, being active.fresh air and exercise! Have more allotment sites. Aren't enough. Waiting list can be a decade. Gardening groups ,Have youth groups connected to it or set up where they can learn skills alongside be a part of the community, across the age ranges, learning from one another. Fresh food for the hungry. There could be a festival, that people can earn a place for.Those who work on the community secure a ticket - People could earn their spot through different activities. even over different groups and community services with the fantastic work they do. Students from the uni working towards their music technician courses etc. Could have hands on experience on the festival The music sector has a platform Be something people can afford and so something they want to work towards Learning commitment to their goals and the value of dedication. Learning skills.	1
Support the council strategy. I have installed Solar panels. The council have to open a dialogue with it's population . Leaflets and through the media to reach the population.	1
Stop building on the green spaces where all the trees are	1
Responsible recycling	1
Reducing significantly waste products, buying less fast fashion and single use items. Cycling more.	1
Reducing car usage and cycling instead. No flying. Reduce meat consumption. Using organic veg box scheme. Renewable energy provider. Growing some veg in garden.	1
reduced travel by car along with greater recycling i have two recycle bins.	1
Reduce, reuse, recycle	1
Reduce, reuse recycle. Shop local/ buy local produce. Would like to buy a plug in electric car but not affordable for me. Growing own veg didn't go well, but will try again in the future when I have more time. I buy green gas & electricity from a national company.	1
Reduce my own consumption of fuel and products.	1
Recycling/ conserve energy within the home and reduced emissions from travelling during lockdown	1

Recycling,less car use,trees in garden, reducing use of plastics,buying eco friendly products.	1
Recycling, using public transport, looking after local green areas, member of local Neighbourhood Planning Group.	1
Recycling, reuse bags, looking into new central heating boiler over next couple of years, energy sa ving	1
Recycling, growing own produce, creating wildlife/wildflower garden. Installing water butt's, enhanc ing property with greener technology where able	1
Recycling, cut back on motor travel, run reuse centre for the residents of the Tees valley	1
Recycling Planting	1
Recycling plastic Being politically active to be aware of how industrial towns can become the leadi ng areas in the green revolution	1
Recycling constantly, using veg peelings in garden, use cardboard paper as mulch in garden, enco urage wild birds by always having bird food available	1
Recycle. When I used to do visits for work I would plan to ensure I visited people in same area to a void unnecessary miles. I am starting to grow my own veg fruit etc. I have planted some trees in m y garden.	1
Recycle what I can Trying to grow own veg I write weekly menus to buy only what I need to get thr ough the week to avoid waste.	1
Recycle everything I can.. reuse working with neighbours to turn our alley in a wild flower environ ment	1
Recycle as much as possible. Use Haverton Hill waste site to full potential. Insulation is installed to current standards	1
Recycle as much as possible, planning to use cloth nappies and wipes for our baby, use The Only Weigh Out at Stokesley to refill containers rather than buying new, single use packaging each tim e.	1
Purchase electric car	1
Planting more trees, where appropriate.	1
Personal lifestyle choices e.g. use of public transport/walking; purchasing decisions based on envi ronmental criteria; personal efforts to spread the word about pro-environmental behaviours.	1
Paying far to much Council Tax for extravagant visions derived from the mayors personal opinions.	1

ourGreenways is looking to protect and develop green areas in Nunthorpe and to work with others in MAPP and other groups to promote better planning and incorporation of the highest possible green standards Houses should be better designed and constructed so people , especially ageing , can live in them longer. ANew houses should incorporate solar heating and heat pumps whenever possible	1
More recycling and composting and growing own fruit and vegetables	1
Looking to change my car to electric type car and reduce waste and energy consumption.	1
Little or no food waste Recycling and reusing Composting and growing own veg . No pesticides Wi ldlife friendly garden. Buy organic veg and fruit. Low and local acquisition of stuff Very few flights When Covid is over plan to reduce car journeys and use public transport more.	1
Litter picking and taking part in projects as a member of a volunteer group to enhance the town and reduce waste.	1
Increased Building Insulation, decreased internal temperature for heating, reducing consumption, providing knowledge.	1
In a personal and work capacity I am working hard to reduce our carbon footprint, in particular using active transport (walking and cycling) for as many work and personal journeys as possible. We are involved in tree planting projects and in minimising purchasing of single-use plastics and other unsustainable materials while increasing recycling and re-use.	1
Im involved with Middlesbrough Environment City	1
I'm one of those annoying dog walkers, who every day picks up the litter left by others. I do it because I love my local green areas.	1
I would like to have solar panels for my home, currently too expensive. Hybrid car again too expensive	1
I walk, cycle, or use public transport instead of using a car. I have an allotment that meets the majority of my food needs. Any that aren't met, I tend to buy local, when I can. I also volunteer with projects that help grow and provide food as well as benefit the environment.	1
I walk almost everywhere, I don't own a car but use buses and taxis. I loved gardening and I will get back into it. I intend to keep bees in the future, I did a course 10 years ago but circumstances prevented me from going ahead and getting a hive. Cleveland Bee Keepers did an excellent weekend course at Newham Grange where they kept hives. I was heavily involved in the Dott07 Urban Farming project BBC Radio 4 described Middlesbrough as an Urban Farming Phenomenon! We had interest from Russia! We won 2 of the 3 North East Awards.	1
I try to recycle or upcycle everything possible. My young daughters and I regularly litter pick in our local area.	1

I try to live as simply and sustainably as I can as well as to plant seeds in people's awareness about the importance of such matters	1
I try to avoid using transport and will continue to do so. Have more of my home double glazed. Get back to growing my own food. Ambition is to get a bee-hive	1
I run a local coffee shop which is zero waste to landfill, powered by green energy only, offsets its travel and staff's emissions as well as planting trees. We're working on growing our own food at the moment.	1
I run a community food growing project called Regeneration of Communities (RoC) with 3 partners on an allotment site. We want to show our volunteers how to grow food, share our skills and knowledge. Hopefully they can start to grow their own food or start their own projects. We will run free workshops, have communal meals, etc... I volunteer with another community group growing food in another community allotment.	1
I run a community food growing project and I constantly encourage people to grow their own produce. I shop local, I ride my bike when I can and I do everything I can to protect biodiversity.	1
I recycle everything that I can, have a wormery for food waste which produces plant food, grow my own veg and insect friendly flowers both in my back yard and on my allotment, use biodegradable products and eco friendly cleaning products as much as possible and use water butts and the dirty water from my fish tanks (full of minerals) to water my plants.	1
I recycle but when services are cut and council tax goes up this doesn't make me feel like there's value in the council tax. If I seen services improving and growing I'd be more obliged to recycle and do more as I'd do my bit	1
I recycle at home and I walk to places that are within 15-20 minutes from home. I also use the council tip frequently to recycle many items. I plan to plant trees in my garden, but unsure of the best ones to plant so close to houses. Help to choose would be welcome.	1
I recycle as much as possible, I have solar panels on roof, I buy power saving items.	1
I recycle and compost as much as possible	1
I own green fields which in my lifetime will NEVER be used for building!	1
I have triedand often failed.	1
I have double glazing, wall cavity insulation, solar panels and smart meters, I am hoping the Government will take VAT off electric cars at which point I will buy one. At present my car is eco blue 60 mpg.I recycle as much as possible and litter pick on a regular basis.	1

I have bought saplings out of my small pension to create a native hedge at Mandale which will be torn up if a road is built there. My time, money and intention to help the Mayor's green strategy to increase the number of plants/trees to absorb air pollution and carbon has been wasted.	1
I have always walked long distances to get about, and respect the green spaces we have	1
I don't fly abroad anymore - preferring to travel and explore the UK. I recycle, reuse and upcycle the best I can. I have an energymeter in my home to identify how much gas and electricity I am using and try to reduce as much as possible. I would like to buy an electric car as my next vehicle. I grow my own vegetables and flowers in my garden to improve biodiversity and to encourage wildlife and insects.	1
I do not believe I am doing enough, I try to recycle but feel I could do more. I buy ethically, walk when I can but still not enough.	1
I cycle to work.	1
I cycle as often as I can but remain frustrated by the limited access of cycle lanes. Each major surrounding place should have easy routes in and out of towns. I recycle using provided council bins and I shop locally. I support charity shops.	1
I currently work for a nature and climate organisation, I try to keep my own waste and carbon footprint down and discuss how to do this with others who are interested.	1
I campaign as founder of Greenstuff to keep greenspaces that are public access, as unspoilt public access. I point out poor planning decisions and ideas. I recycle, I reduce I don't buy where possible. I support less road building and green alternatives. I think and act the behaviours outlined above, as opposed to paying them lip service	1
I buy eco friendly products at all times, with little plastic packaging. I buy food from a local farm shop to reduce carbon emissions, packaging and food miles. I buy products in aluminum, cardboard etc. and try to avoid single use plastic at all times. I walk/cycle whenever I can and only use the car for essential travel. For longer journeys, I use the train (in non-Covid times) I recycle all recyclable items. I only purchase second hand leather/suede and most clothing items. I upcycle furniture items instead of buying new, and recycle my old unwanted clothes, household, furniture items. I try and encourage others to do the above too. I have a garden which I plant British Wildflowers to encourage insects in the garden, as well as planting several trees in my garden too. I encourage all wildlife in my garden too (we have a few of bats who love our hazelnut tree)	1
I am planning with my team at work how we can respond to the current bin changes and use this opportunity to promote and educate more around recycling and look at other ways to reduce waste through composting. We work in a specific estate in Middlesbrough	1

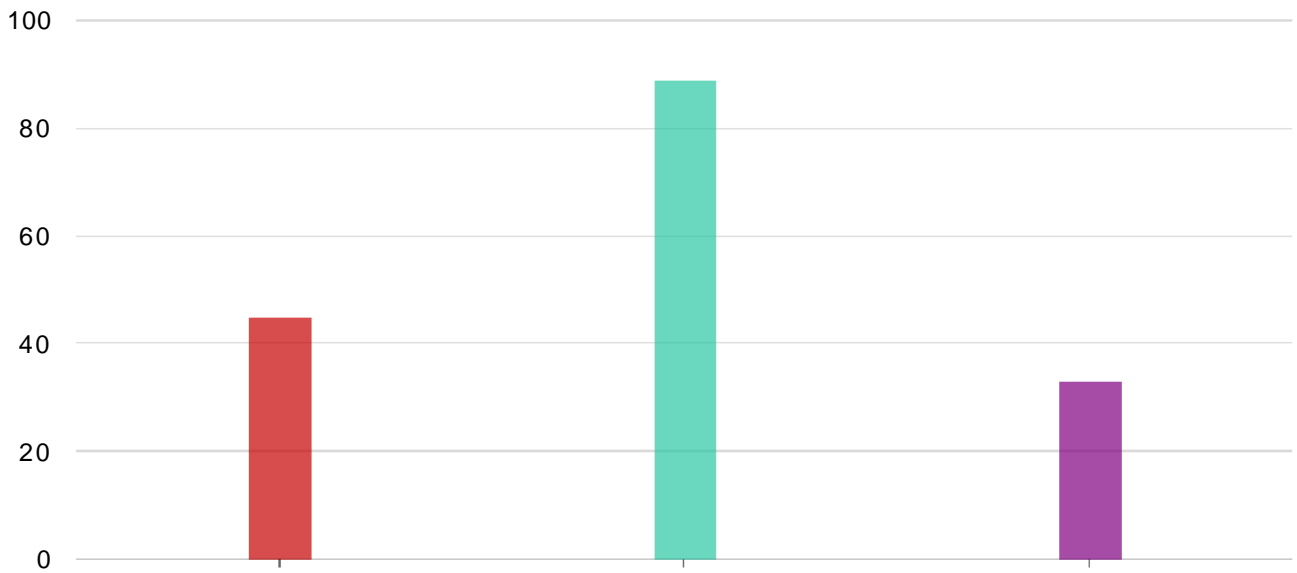
I am working with a number of organisations to encourage sustainable transport use. I work from home when I can. I have been vegan for a number of years. I grow trees and native wildflowers from seed, which I plant in my area.	1
I am vegan and try my best not to buy single use plastic. I recycle everything I can and buy things made from recycled plastic. I would like an electric van for my business when they become more affordable.	1
I am recycling all packaging , trying to shop locally and not use my car . Trying to shop for at least 3 days at a time to reduce any car use . Working from home as much as possible to reduce car journeys.	1
I am looking into ways I can help to make cycling a viable option for more people in Middlesbrough.	1
I am looking into getting a electric car but the cost is an issue, I understand this is nothing to do with you. The amount of chargers in the town though needs to improve.	1
I am limiting my car journeys and before the pandemic,use the bus wherever possible to cut emissions. I recycle regularly and try to make sure the right item goes in the right bin.	1
I am involved in running a local community allotment	1
Hybrid car , recycle where possible	1
Have solar panels. Wildlife friendly garden. Property insulated.	1
Growing own food, buying from local small businesses not big franchise companies. Local help for local people	1
Encourage residents to grow food from home and share their produce amongst themselves.	1
Eating plant based diet, reducing travel (when not under lockdown scenarios), using public transport, reduced single use plastic, actively researching climate change and seeing how I can play my part	1
Doing away with as much plastic as possible. Using public transport instead of the car and walking	1
Cycling work commute when possible, car sharing, shopping locally (within walking/cycling distance) to prevent unnecessary vehicle emissions	1
Cycle to work, buy local food, grow some of my own food, compost at home, insulate at home	1
Continue to recycle, keep up to date with green issues on social media.	1
Continue to recycle as much as possible, reduced unnecessary travel by car (more walking or cycling journeys), energy efficient home improvements	1

By supporting local grass root leaders and biodiversity projects.	1
By encouraging people to grow as much as their own food as possible using permaculture principles	1
Buying locally, trying to use public transport and maybe cycle to work.	1
Avoiding waste in the household Recycling, reusing and repairing items, to ensure as little as possible goes in the bin Planning journeys in the car and walking to local shops.	1
At home I try to recycle as much as possible, when I am out walking if I see litter I tidy up and recycle any of it At work I am linked to environmental programmes some working with young people and wider communities	1
As one of many Environmental Champions (Take Control) for the organisation I work for - Thirteen Group. Informing and educating colleagues on how we can, as individuals make small cultural changes, whilst at work, to help contribute to the overall efforts of the organisation. Highlighting the benefits of reducing carbon emissions and our footprint as a business by encouraging physical exercise as an acceptable means to get to and from the workplace (as and when this happens with our current situation.) Promoting the Bike to Work with colleagues - making it simpler for them to apply and experience the associated physical and mental health benefits.	1
As a service we look to adopt sustainable solutions to a range of everyday circumstances, whether that's encouraging a high level of recycling of material such as stationery and books that are out of date. We also try to maintain our buildings to a high standard to reduce energy loss and promoting greener approaches to living through our education programmes with schools and community groups. We also encourage other organisations who promote sustainable living to use our facilities to get their messages across to residents.	1
Already substantially recycle, use local routes for walking/cycling	1
- raising awareness -shopping local - understanding of our personal impact - recycling and reusing more Handing down toys, clothes and as much as possible to stop single use plastics - not using single use water bottles	1
I recycle correctly, walk or use public transport, and enjoy local amenities such as Blubell Beck, Mandale Meadows etc.	1
	0

Answered: 102 Skipped: 73

> Question 8

Do you feel you need more information, support or guidance to do this?



If yes, what type of information or support do you need?



Response

Count

What's going on within the local community. Regular updates.	1
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We feel as though we are well educated on these issues however others aren't. You should educate others. If you need help achieving these please let us know.	1
We do this off our own backs and not many will follow. Businesses should be encouraged to adopt environmentally friendly practices but the council needs to lead by example.	1
We do need to recruit more volunteers so we can get more people to grow food. Need people to know about Regeneration of Communities.	1
We are working with the council and so hope we will be guided as required so far so good	1
The opportunity to hear planners justify their decisions and be challenged on them. Then expect a relevant challenge to lead to actual change.	1
Suppliers of organic materials for soil improvement	1
Suggested ways each household can achieve reduced carbon emissions.	1
Some items like plastic trays that contain food are not clearly marked as recyclable. Eg bubble wrap or certain colours of food containers.	1
Regular posts on Facebook and in the local paper.	1
Recycle points including green waste collection areas are greatly needed.	1
Not personally but feel that the benefits could be pushed to people more effectively than they currently are. Some sort of adult education to make people aware. I've heard of people not knowing the correct items that can go in a recycling bin, that is ridiculous as effectively sorting waste is one of the greatest contributors to reducing carbon output.	1
More social led places or forums for discussion	1
More information/social media information to explain what we can do to help this too	1
More information on what we can actually include in our recycling and details about recycling food waste recycling please.	1
Managing food waste in communities	1
Lists of options, suppliers and prices readily available along with possible government grants information	1
Leaflets/local meetings/	1
Keep public informed through social media of latest phases and initiatives.	1
Information on what part I can play to improve the climate	1

Information on electric car use and information on how I can convert my home to be more greener	1
Information on defined cycle routes/walkways	1
I would like to know where I can buy loose food that is not wrapped in plastic, things like vegetables and grains etc.	1
I would like to know what changes I could make as an individual and what difference that would make if everyone in M'bro undertook that change. So if half swap to electric/hydrogen vehicles do we solve the air pollution problem? If we all turn down our heating by 2 deg C what difference does that make? If each business bought solar panels how much do they save in money? If we all bought electricity collectively as a town from a green provider how much would it save in money or carbon?	1
I believe you as a Council need more guidance	1
How to make changes outside the home	1
Guidance on how to start growing fruit and veg.	1
General ongoing progress reports as to what is happening, what is planned in the short term and how the people of the town can help.	1
Funding	1
Food waste bin	1
Current and forecasted focus areas from professionals within the region and ideas being used by others across the Tees Valley.	1
Consistent honest and accurate updates. Transparency is vital.	1
By the supporting and funding of local community groups	1
As above.	1
As a local youth group starting up especially in the current situation, we need to be able to get contacts with local schools and colleges as well as being able to get across to young people that if they feel passionate about the climate crisis and wanting to help that there is a way for young people to have a say through the group.	1
Again the timeline, targets and action plan that will help meet the targets of 2029 and 2039.	1
Advice on growing veg would be good.	1
A tool to advise and guide people on the best plants/trees to use in their situation.	1
Page 92	0

There are many small actions that can happen relatively easily and cheaply to show people that you are taking this seriously. Making sure companies that you contract services out to are meeting environmental standards for example, switching to an all green energy supplier, etc. etc.	1
The thoughtful of those with an disability/medical need. Environmental processes are fantastic but dont always work when there is a need outside of our control	1
Thank you. This looks a really positive start for Middlesbrough.	1
Stop all building on greenfield sites	1
Start acting now.	1
So pleased to see this is being taken seriously, as it is vitally important that we act, even given the challenges posed by COVID. I also believe there are ways that we can respond to the climate crisis that will be beneficial to the town, bringing new jobs and vitality to our local economy.	1
Reducing, not increasing the population of Middlesbrough is crucial to achieving this strategy.	1
Please actually carry out your intentions correctly. If Mandale meadow has a road built on it, it will massively increase air and noise pollution to residents living close by and make them deeply unhappy and less healthy which is the complete opposite of your stated aims.	1
No. Seems quite comprehensive & I hope achievable.	1
No, other than to do a survey of the safe walking issue. The people of Mbro are those who have to use the finished product so could easily advise where there is need.	1
No don't take resident views on board	1
No - I applaud the ambition and it has my full support	1
More real world, immediate actions to demonstrate the council is serious and this is not just another electioneering bandwagon- this may sound cynical however the mayor and council have significant precious form on saying things and doing the exact opposite.	1
I've clearly seen action for the water and flooding situation over by Albert Park where the flood prevention is underway. That's wonderful - using the time to help prepare for what could be to come This is a structuring of how the town could be. This is an opportunity we could have ideas mapped out as to what we could do from what is, an abundance of something... There are people in middlesbrough aimless without a purpose, no job- having them be on board and having something to do i think would benefit their self esteem and mental health Stripping areas of things to make way for greener pastures could be devastating for wildlife - and gm seeds- which can make the soil unable to sprout anything other than brand seed. Construction & demolition creates so much waste. transport emissions, sourcing materials to create something.To tear it down moments later is disrespectful wastage There are ways of making structures from recycled materials.	1

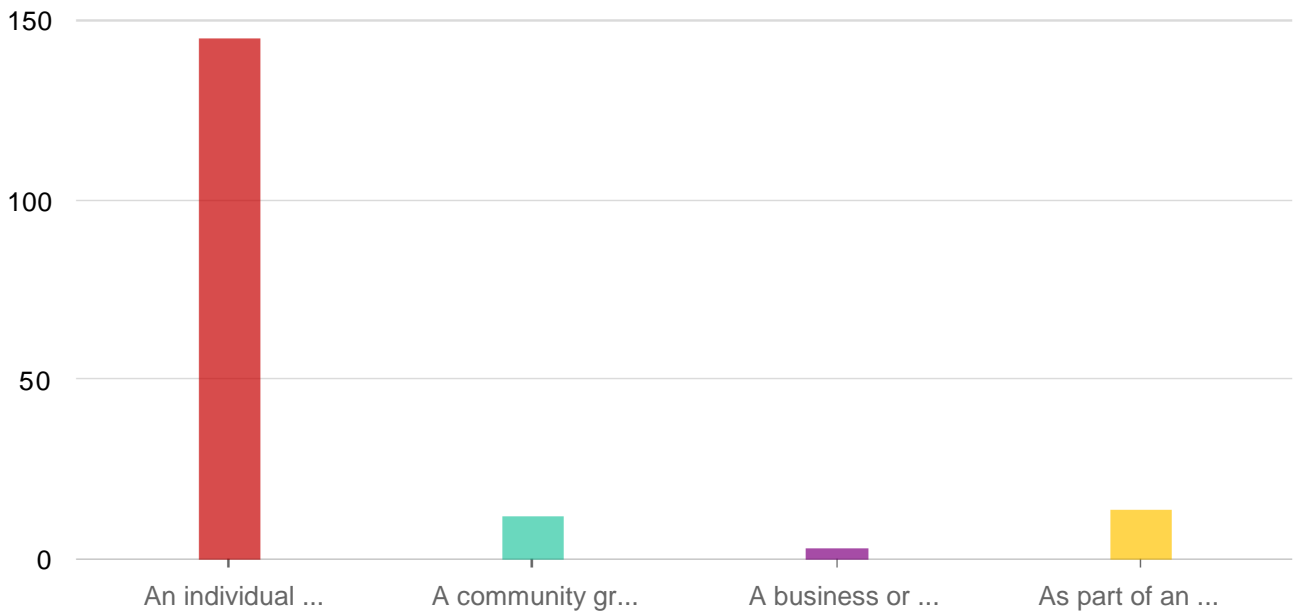
It's not ambitious enough. The picture at the end doesn't give any information on how the climate crisis has affected the roads. To us, it just appears to be a simple problem with the infrastructure (blocked drains and uneven roads). This could be solved easily.	1
It's a great start to build on. Need to look at how to engage mass involvement as more that buy in to these changes the bigger the difference. We need to get into the estates to educate and promote.	1
Improved awareness	1
I'd question the design of it. The ambition discussed simply isn't present in its current form.	1
I would love to have a discussion with you about this	1
I think Middlesbrough council will struggle with it's objectives without central government taking the issue seriously. Until there is a well thought out, national plan that working with local authorities progress will be difficult.	1
I think it is too ambitious to complete part of it in 8/9 years without sharp rises in council taxes etc.	1
I think it is positive that we, as a town, are trying to achieve this. However, I think it will be an uphill struggle to get people to buy into recycling correctly. It is already something we struggle with. I also think that we need to ensure we manage the green spaces we have already properly before we expand. At present, I don't think we are doing this.	1
I look forward to a greener cleaner Middlesbrough. However we need to start with the primary schools and ensure the senior schools carry on the work. Unfortunately it was found when certain teachers left the projects were forgotten	1
I fully support Andy Preston's vision and congratulate him and his team on his work so far and look forward to a brighter future for our families.	1
I agree that we should be ambitious and hope that given the mayor's ambition I am hopeful that the number of proposed planning applications for Nunthorpe are rejected, given that they are going to be built on fields which instead could be used to support the plan for creating environments that benefit both people and wildlife as well producing sustainable food by allowing the creation of community gardens etc.	1
Have a policy for reducing plastic	1
Good luck with it all and well done for taking it on board in such a way. Also, I think we have to rethink the whole strategy around Teesside Airport. I understand why Ben Houchen made such a big thing about getting it operational again but I don't think it is congruent with the climate change agenda to have big headlines promoting cheap holidays to Alicante or wherever pre covid and would hope we don't fall into this populist nonsense post covid.	1

Annual flower beds are decorative & not wildflowers or meadows & must be sown each year, so are not sustainable. Use M'bro's native wildflowers instead to create low-cost high-biodiversity sustainable green spaces nurturing our local identity and heritage. Honey bees are not native (https://jeffollerton.co.uk/2013/07/12/are-honey-bees-native-to-britain-and-does-it-matter/#:~:text=Apis%20mellifera%20mellifera%20is%20a,isn't%20it%3F%E2%80%9D.&text=However%20for%20me%20the%20most,do%20not%20do%20particularly%20well.) and have been shown to compete with native bees for pollen and nectar resources (https://link.springer.com/article/10.1007/s00442-019-04576-w) so are best placed with Sustainable Food. And generally - good luck - I think it's a good thing to do for the town and sits well with the digital ambitions.	1
All the questions in the survey were biased, they are worded as though the proposals were going ahead regardless, the survey only gives you the opportunity to express how extreme the proposals will happen rather than the direction of environmental progress	1
Again this all needs to be backed up by a clear action plan with targets, timings and solid commitments and shouldn't be finalised until these are in place.	1
Actions speak louder than words Important you get this right	1
Act don't talk.	1
A lot of nice ideas, but without firm commitments and outlines of an action plan or at least first steps already in progress, there is a great chance that it will be a lot of good intentions that never reached their potential. The Council needs to make a commitment to taking certain demonstrable steps towards the broad goals outlined in the draft. A commitment to make developers employ sustainable practices, for example.	1
A better way of waste disposal is needed whereby any resident can take rubbish to a tip at least 5 days a week FREE of CHARGE.	1
2039 as a goal to be carbon neutral is too far ahead. We need to achieve this by 2029 to prevent climate chaos.	1
	0

Answered: 50 Skipped: 125

> Question 10

 **About you: Are you responding to this survey as:**



Answers **Count** **Percentage**

An individual resident of Middlesbrough?	145	82.86%
A community group?	12	6.86%
A business or agency?	3	1.71%
As part of an organisation?	14	8%

Answered: 174 Skipped: 1

○ ○ **Would you like to specify?**

The word cloud requires at least 20 answers to show.

Response **Count**

Tees Valley Wildlife Trust	2
Working with a community group to promote sustainable practices	1
The-Rekalibrator.org	1
Social enterprise hub on Linthorpe Rd	1
PercyMiddlesbrough	1
ourGreenways and MAPP	1

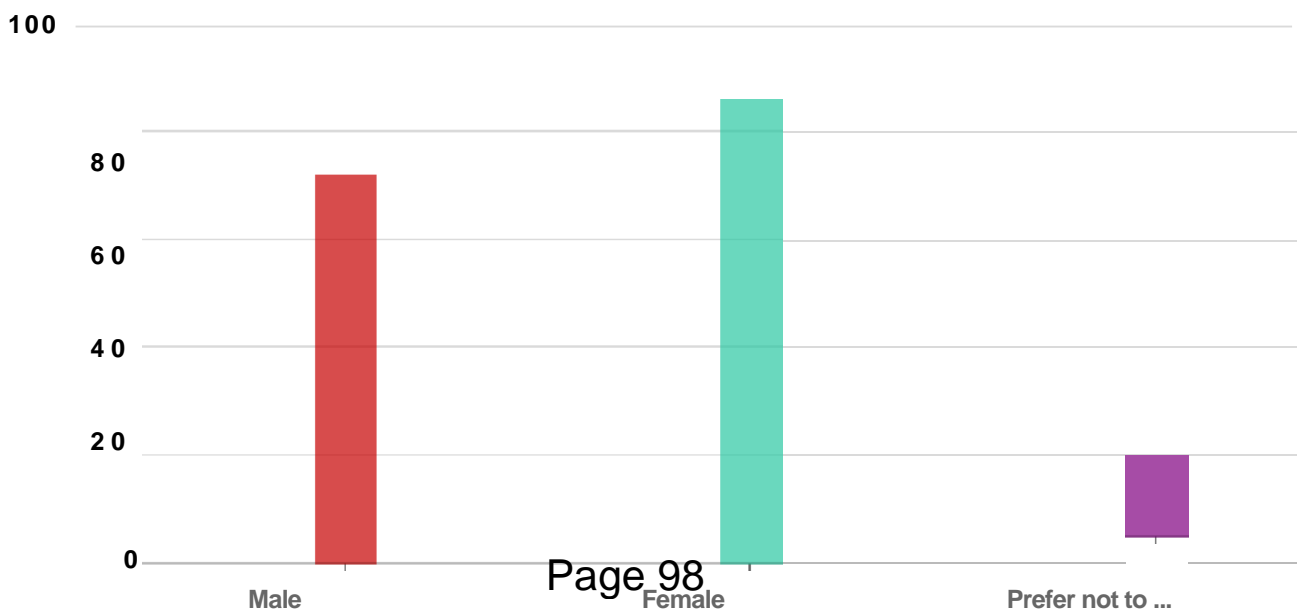
One Planet Pioneers Youth Panel	1
Middlesbrough Interfaith Network Middlesbrough Diocesan Caritas Social Action Group	1
Martin Harvey - Community Infrastructure Service Middlesbrough Council	1
I work in Middlesbrough and live on the border, I would fully support a healthier, cleaner environment for the people of Middlesbrough, especially the children who don't have the luxury of travelling out of area.	1
I work for a social housing company and can see how targeted support will help make the changes. I am also resident.	1
I live in Stockton but work for Thirteen Group with HQ in Middlesbrough.	1
https://www.facebook.com/PutNatureBack115/ https://www.facebook.com/groups/294625174429430/?ref=share	1
Boro Youth Climate Action Team	1
BAME led organisation	1
	0

Answered: 16 Skipped: 159

Equality Monitoring

Equality Monitoring > GENDER

Are you male or female?



Male	72	41.14%
Female	86	49.14%
Prefer not to say	15	8.57%

Answered: 173 Skipped: 2

Is your gender the same now as it was when it was assigned at birth?



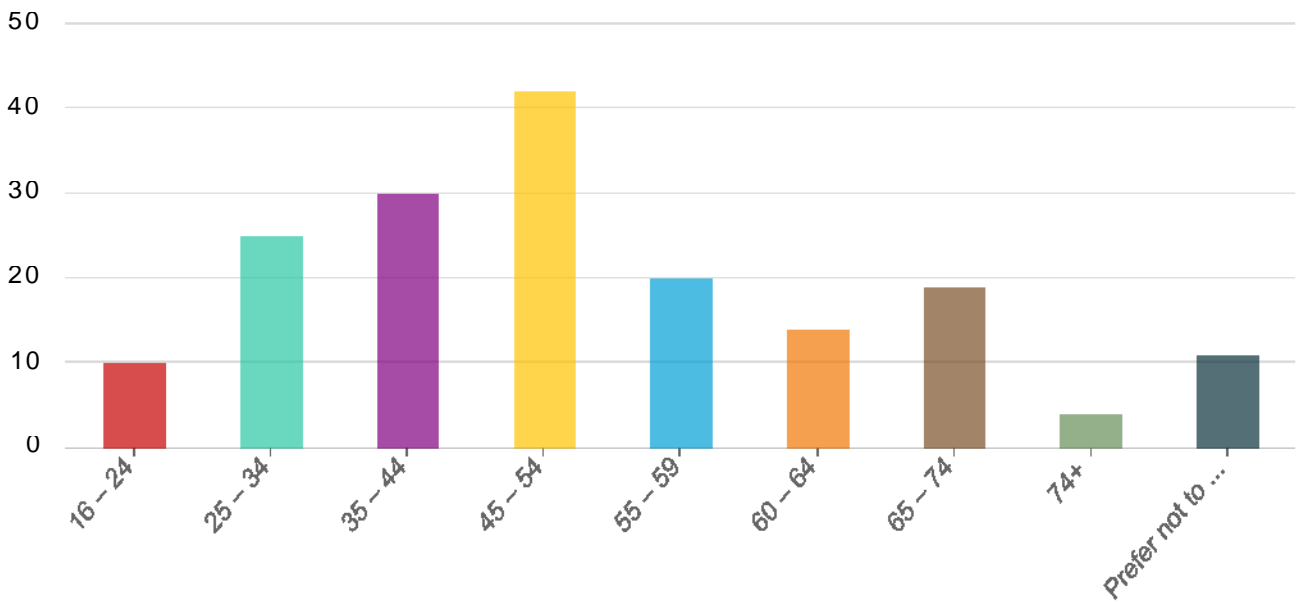
Answers **Count** **Percentage**

Yes	156	89.14%
No	0	0%
Prefer not to say	17	9.71%

Answered: 173 Skipped: 2

Equality Monitoring > AGE

Please indicate which of these age bands you fit into?



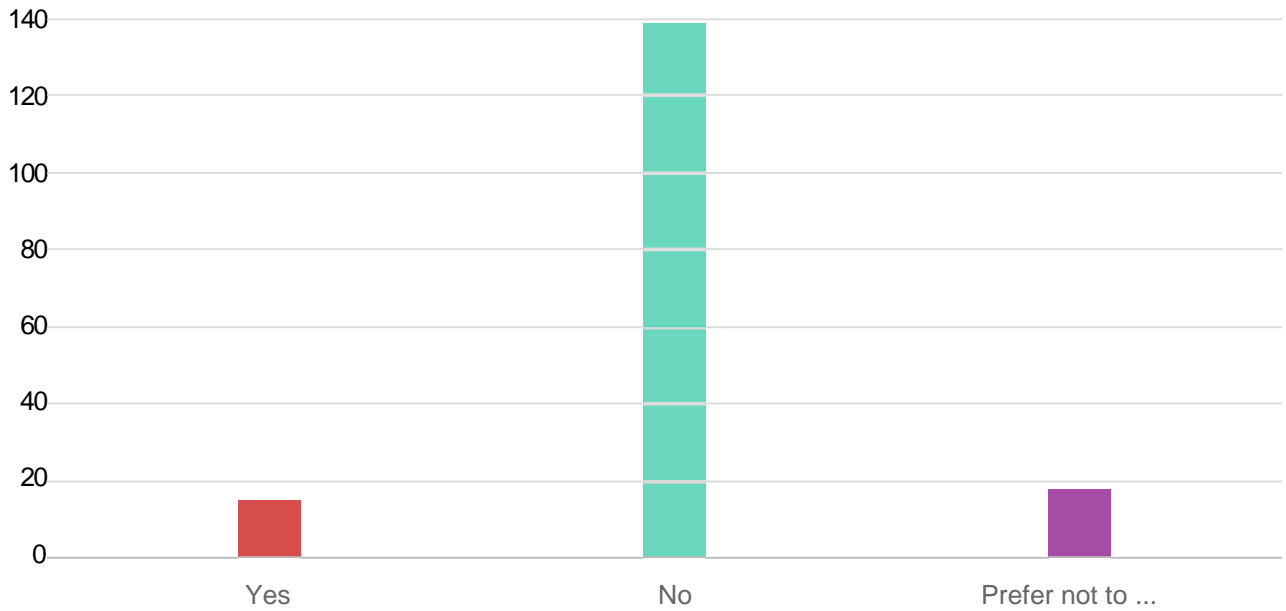
Answers **Count** **Percentage**

16 – 24	10	5.71%
25 – 34	25	14.29%
35 – 44	30	17.14%
45 – 54	42	24%
55 – 59	20	11.43%
60 – 64	14	8%
65 – 74	19	10.86%
74+	4	2.29%
Prefer not to say	11	6.29%

Answered: 175 Skipped: 0

Equality Monitoring > DISABILITY

Do you consider yourself to be a person with a disability?

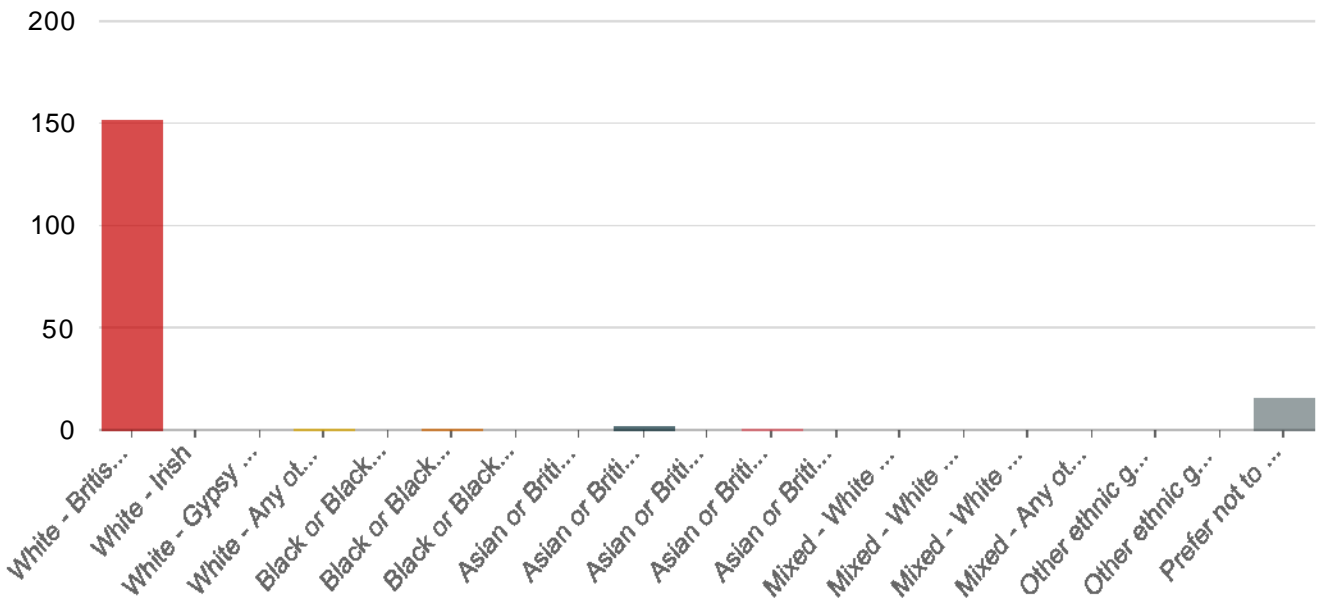


Answers	Count	Percentage
Yes	15	8.57%
No	139	79.43%
Prefer not to say	18	10.29%

Answered: 172 Skipped: 3

Equality Monitoring > ETHNICITY

○ ○ To which of these groups do you consider you belong?



Answers

Percentage

White - British	152	86.86%
White - Irish	0	0%
White - Gypsy or Irish Traveller	0	0%
White - Any other White background (please write below)	1	0.57%
Black or Black British - Caribbean	0	0%
Black or Black British - African	1	0.57%
Black or Black British - Any other Black background (please write below)	0	0%
Asian or British Asian - Indian	0	0%
Asian or British Asian - Pakistani	2	1.14%
Asian or British Asian - Bangladeshi	0	0%
Asian or British Asian - Chinese	1	0.57%
Asian or British Asian - Any other Asian background (please write below)	0	0%
Mixed - White and Black Caribbean	0	0%
Mixed - White and Black African	0	0%
Mixed - White and Asian	0	0%
Mixed - Any other Mixed background (please write below)	0	0%
Other ethnic group - Arab	0	0%
Other ethnic group - Any other background (please write below)	0	0%
Prefer not to say	16	9.14%

Answered: 173 Skipped: 2

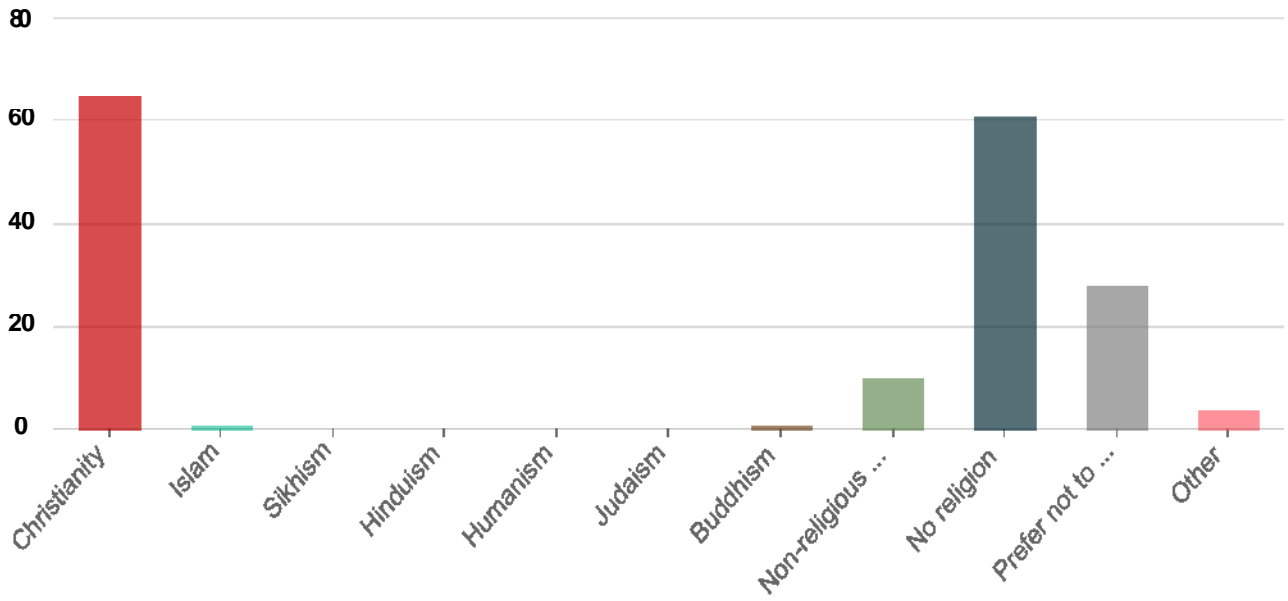
If you have selected an “Any other” ethnic group, please provide details below.

There are no answers to this question yet.

https://survey123.arcgis.com/surveys/406da411c6504b6fa5787edab50500ea/analyze?navigation=open:false&position=0.question_1&chart=0.i... 54/56

Equality Monitoring > RELIGION OR BELIEF

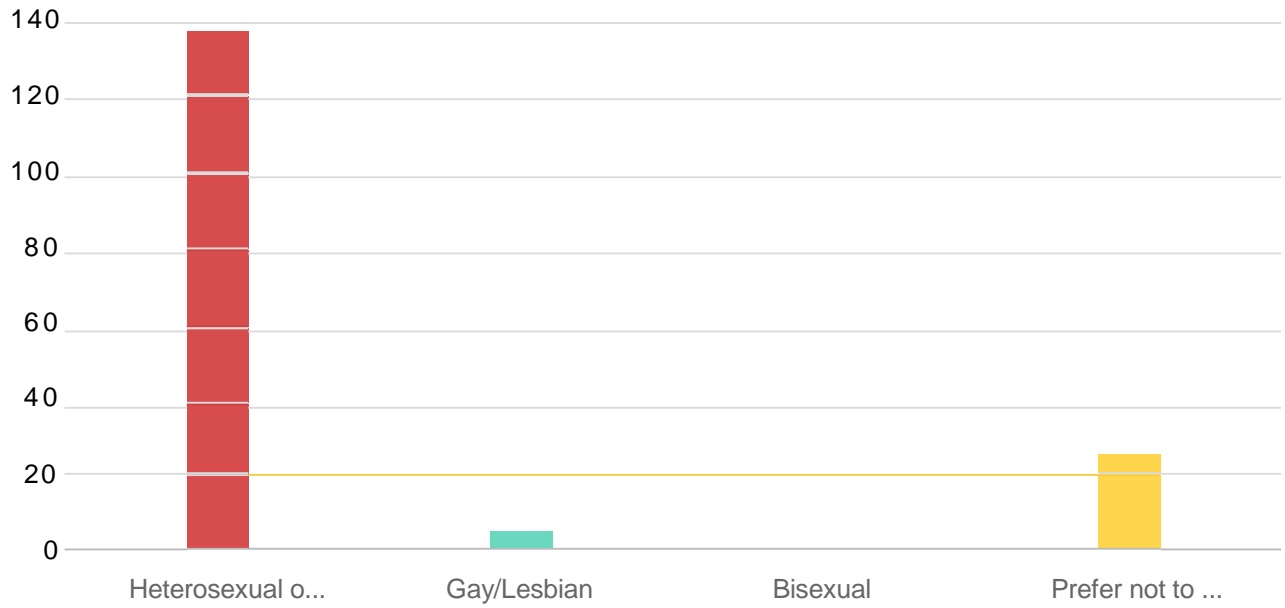
○ ○ What is your religion or belief?



Answers	Count	Percentage
Christianity	65	37.14%
Islam	1	0.57%
Sikhism	0	0%
Hinduism	0	0%
Humanism	0	0%
Judaism	0	0%
Buddhism	1	0.57%
Non-religious belief	10	5.71%
No religion	61	34.86%
Prefer not to say	28	16%
Other	4	2.29%

Answered: 170 Skipped: 5

What is your sexual orientation/sexuality?



Answers **Count** **Percentage**

Answers	Count	Percentage
Heterosexual or straight	137	78.29%
Gay/Lesbian	5	2.86%
Bisexual	1	0.57%
Prefer not to say	25	14.29%

Answered: 168 Skipped: 7

Report of:	Councillor Barrie Cooper - Executive Member for Environment and Finance & Governance Geoff Field - Director of Environment and Community Services
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Submitted to:	Executive - 27 May 2021
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Subject:	Tree Policy (amended February 2021)
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Summary

Proposed decision(s)
That Executive approve the adoption of the amended Tree Policy (amended February 2021)

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		
People	Places	Business
In ensuring that our town is an absolute leader on Environmental issues.	In making Middlesbrough look and feel amazing. It support the councils Green Strategy. It supports the councils "Tree City of the World" status.	In creating positive perceptions of our Town on a national basis.

Ward(s) affected
The proposal impacts across all wards

What is the purpose of this report?

1. The purpose of this report is to seek approval for Middlesbrough Councils Tree Policy (amended February 2021) to be adopted by the council.

Why does this report require a Member decision?

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

Report Background

3. The previous Tree Policy was adopted by the council in 2016. The tree policy covered the management of Trees within Middlesbrough and gave advice to residents on dealing with all Arboricultural issues and in turn dealing with any issues that may arise with trees.
4. The existing Tree policy has been in use for 5 years and it is important that a review is conducted to ensure it remains effective/compliant with industry best practise.
5. The policy review looked at changes in legislation to ensure they are all current and still relevant to the policy. It also looked at any ambiguities from the previous policy and clarified the council position. The policy now also takes into consideration any advancements in technology not included in the previous version, i.e. solar panels and modern telecommunications. There is also a new section on planning taking into consideration any new housing developments. All amendments are as listed below:

Section 1 – Includes the inspection regime for clarity.

Section 6 – Updated section with updated/current Legislation.

Section 8 – No change in Legislation, section remains the same.

Section 17 – Added clarity to advise that inspections are also made on an ad-hoc basis if required.

Section 21 - Updated section with updated/current Legislation.

Section 24 – Bullet point 4 ads clarity that Middlesbrough Council require evidence that tree or trees are the cause of serious structural damage.

Section 26 – This is a new section added to provide clarity based on “Good arboricultural Practice”.

Please note all subsequent sections have been advanced within this policy from section 26 onwards by one section.

Section 27 – bullet point 5 added clarity to advise that pruning may be considered if it interferes with all service equipment.

Section 27 – bullet point 7 this is a new section explaining trees may be pruned if they restrict Council maintenance of an area.

Section 38 – Removal of the beetle bank creation to the base of hedgerows in favor of “Diverse wildlife and fauna”

Section 46 – Reworded advising that the responsibility is on the claimant to establish the cause of damage.

Section 49 – Clarity has been provided to advise that the expense for the report is with the claimant.

Section 52 – We removed the section whereby the Council could quote for any works.

Section 54 – Reworded section providing greater clarity in the event that an agreement is not reached between a resident and a Council officer.

What decision(s) are being asked for?

6. That Executive agrees to adopt the Tree Policy (amended February 2021).

Why is this being recommended?

7. The Tree Policy has been reviewed and subsequently amended to ensure it remains in line with legislation, best practice and offers clear concise guidance to all users.

Other potential decisions and why these have not been recommended

8. Doing nothing is not an option, not having a Tree Policy in place will place Middlesbrough at serious risk and mean target setting opportunities could be missed.

Impact(s) of recommended decision(s)

Legal

9. There are no legal implications.

Financial

10. There will be no additional financial implications on the adoption of the Tree Policy.

Policy Framework

11. The report sets out a proposal in accordance with the Council's approach to the delivery of efficient services. It delivers on priorities set out in the councils Strategic Plan.

Equality and Diversity

12. An Impact Assessment has been carried out and there are no initial concerns.

Risk

13. The risk is that if the Tree Policy is not adopted the council may be liable for legislation breaches.

14. Non adoption will impact on the councils status as a "Tree city of the World".

Actions to be taken to implement the decision(s)

15. Adopt the Tree Policy (amended February 2021)

Appendices

16. Equality impact assessment level 1

Background papers

Body	Report title	Date
	Tree Policy (amended February 2021)	March 2021

Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Middlesbrough Council Tree Policy (amended February 2021)			
Coverage:	Middlesbrough Council and all entities within the borough (residents/businesses)			
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 checked="" type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input checked="" type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	For Middlesbrough Council to adopt the Tree Policy (amended February 2021)			
Live date:	March 2021			
Lifespan:	Continuous			
Date of next review:	Only required if change in legislation or Council/Government Strategy, but no longer than 5 years.			

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:	17/03/2021	Date:	30/03/2021

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

Report of:	Richard Horniman - Director of Regeneration and Culture Councillor Eric Polano - Executive Member for Regeneration
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Submitted to:	Executive - 27 May 2021
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Subject:	Joint Development Priorities
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Summary

Proposed decision(s)
<p>It is recommended that Executive:</p> <ul style="list-style-type: none"> a) approve the entering into a collaborative joint venture with Jomast Developments Ltd (Jomast), for the purposes of exploring development opportunities, and external funding, for key town centre assets – as set out in appendix A; and, b) notes the recent progress made in regenerating and occupying commercial space on Albert Road North.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Executive	No	N/A	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
Collaborative working aims to attract and retain growth in key sectors and local talent. This can result in significant investment within the Middlesbrough, 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>	Joint working can continue to stimulate investment within the town centre and address notably town centre property - aimed at creating new opportunities and jobs, 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> .	Collaborative working will continue to build Middlesbrough’s commercial base, providing confidence and winning new investment by <i>“making sure we work as effectively as possible to support our ambitions for People and Place”</i> .

Ward(s) affected
The properties under consideration for collaborative working are based in in the Central Ward.

What is the purpose of this report?

1. Executive approval is sought to work in formal collaboration with Jomast Developments LTD and to explore development opportunities for key central Middlesbrough properties including Church House, Gurney House, the (former) Barclays Bank building on Albert Road and land on Bridge Street East Detailed in appendix A.
2. Whilst this joint venture does not amount to a financial relationship, external funding opportunities will be explored to bring enable investment in, and reuse of, prominent town centre properties. A joint venture relationship does not imply any undertaking for the Council to commit direct investment.

Why does this report require a Member decision?

3. As this proposal for collaborative working concerns key strategic town centre development sites, it is considered appropriate that Executive consider the merits of joint working.

Report Background

4. Jomast Developments Ltd are a significant and prolific property owner across Middlesbrough, the Tees Valley and across the northeast. The organisation has the experience, commercial structure and commercial networks to drive major investment into Middlesbrough.
5. The Council's Town Centre Strategy report (24 November 2020) set out the underlying challenges to Middlesbrough's urban economy and, in particular, how these challenges have been amplified and accelerated by the Covid-19 pandemic. This calls for an expansion of the scale, scope and speed at which transformation is required, to deliver a thriving local economy. The report also set out the need to fundamentally rethink the function of town centres and enable a rapid transformation.
6. The expansion of Middlesbrough's Boho Digital Cluster, along with the major investment in Centre Square office space has reinvigorated the local commercial market. Such investment has encouraged Jomast Developments Ltd to work with Council officers to grasp this improving situation to drive development viability and invest in its existing commercial stock.
7. Recent achievements include major investment into Baker and Bedford Street Property – driving a thriving independent cluster; the transformation of the Albert North area with shop frontages brought back into use; C.40k sqft of floor space let to the expanding digital cluster in 16 / 26 Albert Road (testament to the cluster's building strength); investment in Jomast properties in Queen's Square and the development of the Premier Inn hotel on Wilson Street.
8. Jomast Developments Ltd owns key properties, which are synonymous with Middlesbrough and have, historically, struggled to develop plans for a commercially viable use. Growing confidence in Middlesbrough's market, and emerging regeneration priorities, has inspired Jomast Developments Ltd to revisit the development potential of vacant properties such as Church House (residential potential), Gurney House (commercial potential), Former Barclays Bank building, Albert Road (commercial potential); and, emerging ideas for a mixed use development of some available Council land on Bridge Street East.

9. To align with Middlesbrough's strategic priorities and to maintain coherence of vision, Jomast Developments Ltd are keen to work closely with Middlesbrough Council to align visions, market compelling proposals for prospective tenants / investors and explore external funding support to aid commercial viability. The heads of terms agreement at appendix A, outlines the purpose and framework of the proposed relationship; although this does not amount to a financial relationship or exclusivity option for any Council-owned land.
10. A similar collaborative relationship was instrumental in many of the recently progressed town centre developments undertaken by Jomast and a mutual understanding of shared priorities and market constraints has enabled this investment.
11. Appendix A sets out the full scope and conditionality of a collaboration agreement / joint venture.

What decision(s) are being asked for?

It is recommended that Executive:

- a) approve the entering into a collaborative joint venture with Jomast Developments Ltd (Jomast), for the purposes of exploring development opportunities, and external funding, for key town centre assets – as set out in appendix A; and,
- b) notes the recent progress made in regenerating and occupying commercial space on Albert Road North.

Why is this being recommended?

12. Private sector input is key to support the future aspirations of Middlesbrough. Church House and Gurney House are of particular local interest and have been vacant for many years. They are prominent properties on Middlesbrough's skyline and are in dire need of investment, activity and animation. Bringing such property back into use will aid the economic ambitions for the area and provide a major boost in raising perceptions in the area.
13. The proposed relationship represents no financial commitment or obligations and, as such, is of minimal risk to the Council; whilst the strategic benefits could be extensive.

Options

Do not enter into a Joint Venture

14. The Council is not obliged to formalise a relationship with Jomast Developments Ltd however missing an opportunity for strategic alignment of priorities and promoting the refurbishment and reuse of properties may take much longer to deliver.

Enter into a Joint Venture

15. Historical collaborative working with the organisation has proved to rapidly progress mutual regeneration objectives for both parties. The properties in scope of this agreement are of local note and are symbolic to the local population. Bringing these properties back into use will provide a significant injection into the urban market for commercial space and residential opportunities, aiding the recovery of our local economy and building on the momentum of recent commercial and residential priorities.

Impact(s) of recommended decision(s)

Legal

16. Executive approval / endorsement of the Joint Venture will be followed by the formalisation of the agreement between Middlesbrough Council and Jomast Developments Ltd.
17. As project proposals develop, should there be a strategic opportunity for the Council to align priorities, support the development, or even consider a compelling case for direct investment; this would be brought back to Executive for consideration, as appropriate.
18. The potential inclusion of Council land in development priorities is illustrative and does not amount to an option or exclusivity agreement. Should a case for property consolidation come forward, this would require Executive approval.

Financial

19. Whilst this joint venture does not amount to a financial relationship, external funding opportunities will be explored to bring enable investment in, and reuse of, prominent town centre properties. A joint venture relationship does not imply any undertaking for the Council to commit direct investment.
20. Any external funding bids which result from this Joint Venture, which require the Council to be a party or signatory, will seek Executive approval prior to submission.
21. No funding is committed as a consequence of this proposal.

Policy Framework

22. The decision will not conflict with the existing policy framework.

Equality and Diversity

23. This Joint Venture agreement does not impact on groups with protected characteristics.

Risk

24. 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.

O1-005	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.	Delivery of the proposals within this report will enhance economic growth and prosperity of the town.
O1-045	If delivery of the new housing programme does not meet the projected targets then this can have a negative impact on the assumptions within the MTFP.	By putting residential properties within the town this will have a positive impact the new housing programme in achieving its targets.
O1-049	If town centre property values continue to decline, a national response may include an overall Business Rates review that would impact upon the Council's financial position unless mitigated.	By developing a mixed economy in the town so it is not just reliant on retail but includes leisure and residential should help mitigate this risk.

Actions to be taken to implement the decision(s)

25. If a Joint Venture is approved, Council officers will work with Jomast Developments Ltd to deliver a sequential development programme, whereby the progression of Church House and Gurney House, if successfully delivered, has the potential to unlock further joint working at Bridge Street East. Marketing and masterplanning will commence and external funding bids will be developed from available national funding programmes.

Appendices

26. Appendix A – Head of Terms Joint Venture Agreement

Background papers

Body	Report title	Date
N/A	N/A	N/A

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Memorandum of Understanding

The Parties:

- (1) **The Council of the Borough of Middlesbrough** of Municipal Buildings, Middlesbrough, Cleveland TS1 2QH (MBC).
- (2) **Jomast Developments Ltd** incorporated and registered in England and Wales, whose registered office is at Oriel House Calverts Lane, Bishop Street, Stockton-On-Tees, TS18 1SW).

Aims and Objectives

The Parties will:

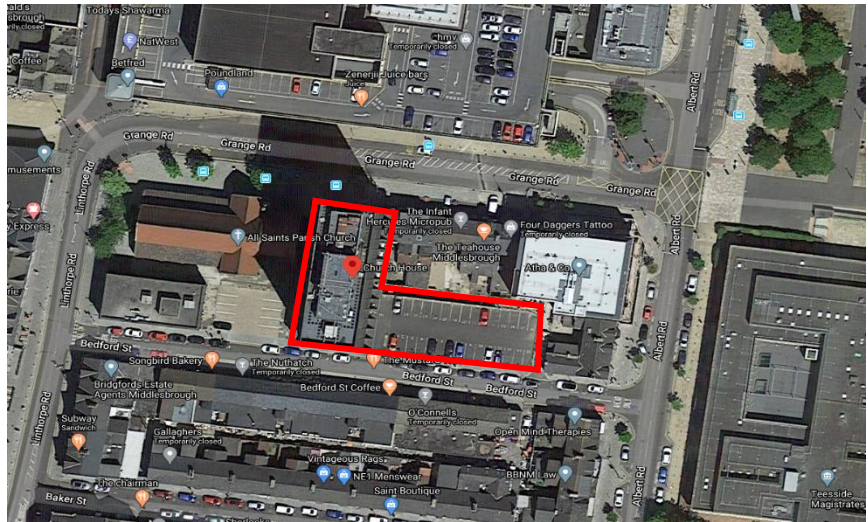
1. work collaboratively to bring forward economic development within Middlesbrough;
2. work to align their respective development objectives;
3. work to bring vacant commercial property back into an active commercial or residential economic uses;
4. seek to enable the development of selected brownfield sites;
5. jointly assess the viability of development proposals;
6. will jointly seek appropriate project finance and access external sources of funding support i.e. Homes England, national programmes and Tees Valley Combined Authority.
7. explore financial models / investment vehicles to bring forward development; and,
8. work to formalise a joint venture agreement, through means including, but not limited to, joint development of projects, equitable co-investment, the pooling of land assets and resources; and, strategic master planning, to enable development.

Scope

The collaborative arrangements will focus on the following sites, although additional development opportunities / sites may be brought into scope, as the partnership progresses. First phase sites include:

Church House

- Residential use (upper floors)
- Homes England aid (potential)
- Council Tax yield
- Urban Living target C. 86 units
- Permitted Development – existing planning is secured as well
- Fascia uplift required – elevation treatment to be reviewed
- Jomast owned



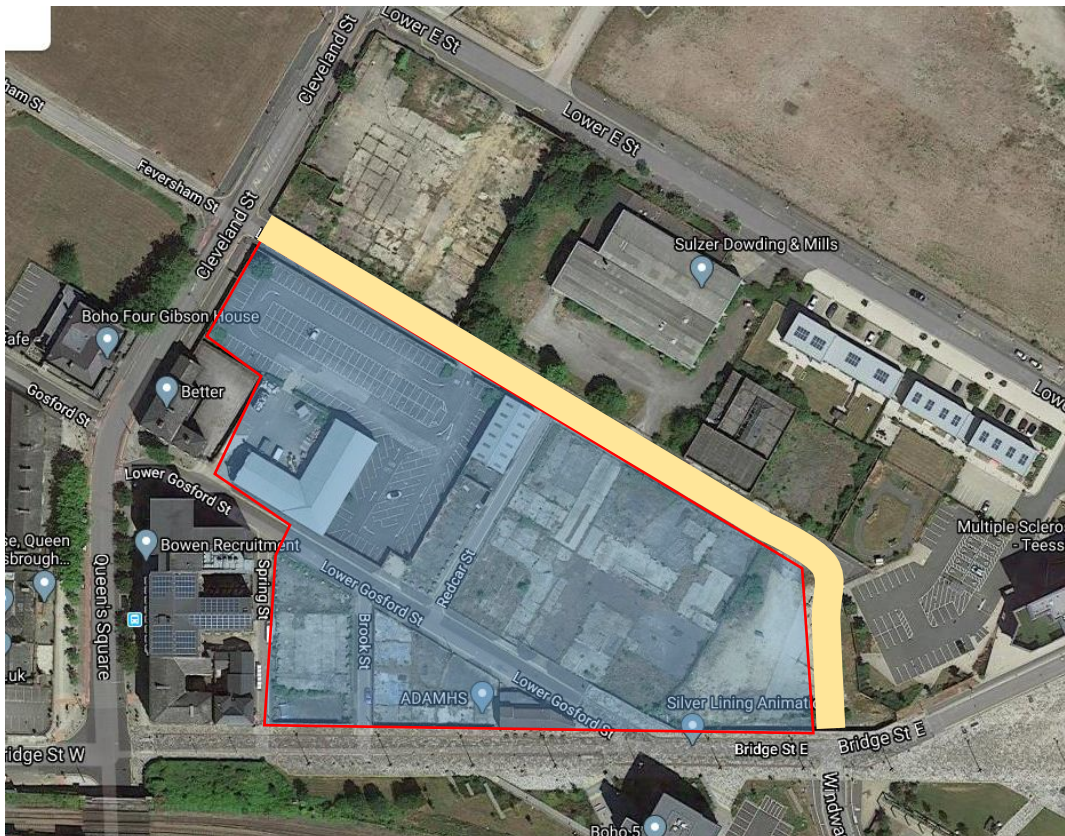
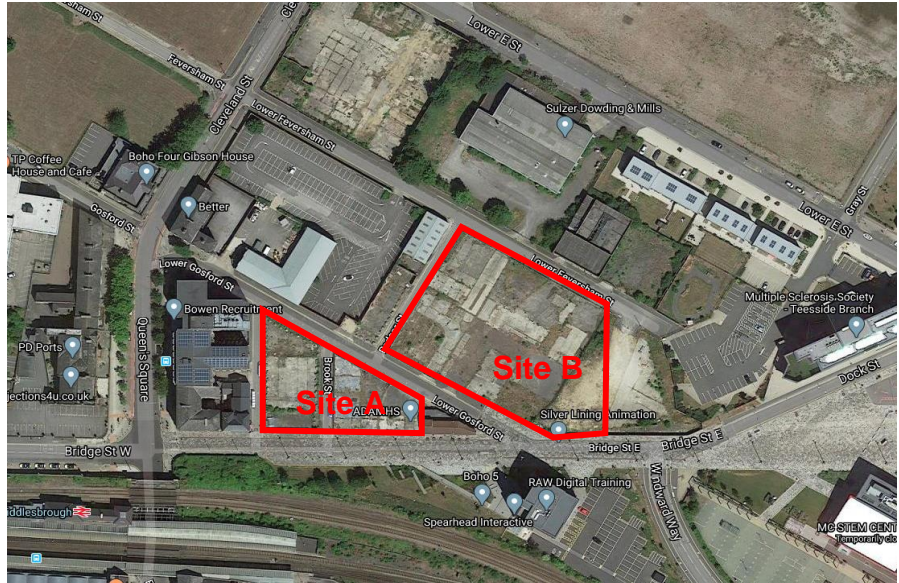
Gurney House and Buxton Street Car Park

- Commercial use
- Needs a pre-let to progress
- Complements wider commercial estate
- Gap funding – not in event of pre-let requirement.
- Marketing approach – brochure which demonstrates the completed development offer.
- Elevations to be reviewed
- Adaptable floor space
- Associated parking
- Gateway site
- Jomast owned – Gurney House
- Council owned – Buxton Street and Gurney Streets
- Short stay / operational car parks
- Gateway site
- Rail station adjacent
- Parking Services Albert Road



Bridge Street East

- Prime site
- Rail station and College connectivity
- Boho Zone
- Council owned
- Site A - reserved for temporary use for secondary school
- Unavailable for C. 3 years
- Site B – double-fronted with new link road
- Brownfield sites
- Grubbing of foundations / remediation anticipated
- Final phase - adequate progress of other redevelopment sites is required in advance of inclusion in development programme.



Conditionality / Constraints

Open Book - A joint venture or development partnership would be conducted on an open book basis, based on independent valuations and feasibility assessments.

Shared Risk and Reward – No funding relationship is prescribed, but should financial involvement occur in the future, this would be developed on the understanding that both parties will be subject to risk and reward, in proportion with the scale of their respective investment(s).

Sequential Development – A delivery programme will be determined for the sequential progression of development / investment. The Bridge Street East site will be 'optioned' to the development partner, subject to the successful redevelopment and occupation of the early phase(s).

Procurement Compliance – The partnership / joint venture will progress on the basis of maintaining full compliance with all of the necessary state aid, procurement and legal obligations placed on Middlesbrough Council, as a public body.

Appropriate Governance and Decision Making – Formal governance and decision making arrangements will be established, with regular, minuted meetings; reports and approvals; agreed membership responsibilities; and, where necessary, public transparency.

NEXT STEPS

Upon agreement of the terms and scope of this agreement the relationship will be legally formalised.

Report of:	Councillor Eric Polano - Executive Member for Regeneration Richard Horniman - Director of Regeneration and Culture
Submitted to:	Executive - 27 May 2021
Subject:	Local Authority Delivery 2 (LAD2) Grant Application and Scheme Delivery

Summary

Proposed decision(s)
That Executive approves the acceptance of the Local Authority Delivery 2 funding award and the procurement of EON as our delivery partner if the application is successful.

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

Contribution to delivery of the 2020-23 Strategic Plan		
People	Place	Business
We will ensure our town is an absolute leader on environmental issues, working with local people to protect and create public and green spaces, and promote sustainable lifestyles.	We will make Middlesbrough look and feel amazing, working closely with local communities to make sure that our roads, streets and open spaces are well-designed, clean and safe, and revitalising unused buildings and heritage assets.	We will make sure that our business management practices, including how we manage finance, performance, projects, risks and assets, compare with those of the best-performing councils, and achieve good outcomes for our communities.

Ward(s) affected
All

¹ Remove for non-Executive reports

What is the purpose of this report?

1. That Executive approves the acceptance of the Local Authority Delivery 2 funding award and the procurement of EON as our delivery partner if the application is successful.

Why does this report require a Member decision?

2. A Member decision is required as the funding application is for £1,091,161 and affects all wards.

Report Background

3. The Green Homes Grant Local Authority Delivery Phase 2 (LAD2) Scheme aims to improve the energy efficiency of homes of low-income households, help to reduce fuel poverty, phase out high carbon fossil fuel heating, and deliver progress towards the UK's commitment to net zero by 2050.
4. Phase 2 comprises of £300m allocated through Local Energy Hubs for regional delivery up to December 2021. The North East Yorkshire and Humber Energy Hub has secured £51.95m in LAD2 funding from the Department of Business Energy and Industrial Strategy (BEIS).
5. Middlesbrough Council has applied for the full £1,091,161 allocation which BEIS have calculated based on Middlesbrough's fuel poverty figures. This allocation includes a maximum 11% allocation for the costs of running the scheme of £108,133.
6. Middlesbrough Council has been working with the 4 other Tees Valley authorities and all 5 are in discussions with EON to negotiate a contract to deliver the majority of the scheme on our behalf.
7. The government timescales for LAD2 have been incredibly challenging with the bids submitted on 26th March 2021, notification of funding offer due to be received from the Energy Hub in the week commencing 19th April 2021 and the programme completion deadline for the whole scheme is 31st December 2021.
8. The scheme will be challenging to deliver given the tight timescales, requirements such as the need to have a variety of skilled tradespeople and qualified Retrofit Assessors and the impact of Covid-19 making people more reluctant to have contractors carry out works in their homes. It is hoped that using a recognised company, such as EON, will help to encourage people to take part and therefore maximise the amount of investment in Middlesbrough.
9. LAD2 will be mainly aimed at homeowners in fuel poverty. The government requires that the funding must be targeted at households with an energy performance certificate (EPC) rating of Band D, E, F or G, although Band D is subject to a cap of 50% of Band D homes in any Local Authority proposal. Those receiving measures must have a combined household annual income of no more than £30,000. Those homeowners who qualify can have a maximum of £10,000 of works done to their

property at no cost such as external wall insulation, new energy efficient windows or loft insulation. LAD2 funding cannot be used to subsidise fossil fuel products or to fund gas boilers.

10. There is some scope for landlords to be involved in the scheme. The maximum amount of works to rented properties is set by BEIS at £5,000 and landlords must pay a minimum of a third of the cost of works. It is anticipated that having a lower maximum per property and having to pay towards the costs of works will not make the scheme as attractive to landlords as homeowners.
11. The amount able to be claimed for running the scheme can only be comparable to the amount spent on works. For example if we only manage to spend 60% of our allocation for works to properties we would only be able to spend 60% of the maximum £108,133 for running costs.
12. Subsidy control limits will make it difficult for registered housing providers, such as housing associations, to be involved in LAD2 however the government has other energy efficiency schemes that they can apply for.
13. Any contract entered in to will have clauses requiring local employment. Discussions have commenced about on-boarding days to specifically target local tradespeople so that they can be sub-contracted by EON.
14. Some parts of running the LAD2 scheme will remain within the Council such as managing the performance of the contract, collating and analysing data, performance reporting to the Energy Hub/BEIS, making monthly claims for the funding and being responsible for the marketing of the scheme. These costs can be covered by the funding allocation.

What decision(s) are being asked for?

15. That Executive approves the acceptance of the Local Authority Delivery 2 and the procurement of EON as our delivery partner if the application is successful.

Why is this being recommended?

16. Due to tight timescales for delivery and lack of internal capacity appointing a delivery partner is the only way to ensure we meet the requirements of the grant and avoid any clawback of funding. The 5 Tees Valley Local Authorities have worked collaboratively with Operational Leads, Procurement, Finance and Legal to ensure our proposed procurement route is compliant with our Standing Orders.
17. The application for LAD2 funding and the delivery of a scheme, if successful, has not been the subject of the Overview and Scrutiny Board or a Scrutiny Panel.

Other potential decisions and why these have not been recommended

18. The alternative would be to not accept the LAD 2 funding of £1,091,161 if the application is successful. The money would then be offered to other local authorities who felt able to expand their schemes. This would mean the least energy efficient residential properties in Middlesbrough not receiving energy improvement works, resulting in households remaining in fuel poverty.

Impact(s) of recommended decision(s)

Legal

19. The 5 Local Authorities have worked collaboratively with operational leads, procurement, finance and legal and in line with Standing Orders have identified a direct award route via an Exemption to Standing Orders, which will be actioned in the event that funding is successful.
20. The procurement and legal colleagues across the 5 Tees Valley Local Authorities are currently drafting a contract and have considered all the appropriate procurement and subsidy implications.
21. At this time there are no known legal issues with the recommended option.

Financial

22. Finance have been involved in the production of the bid for funding, including reviewing the bid before submission. Both Finance and Procurement officers have attended a briefing session about the bid process run by the Energy Hub.
23. If the bid is successful Finance will be involved in the drafting of the contract with EON to ensure that any payments to EON correlate with the monthly claims the Council will have to make to the Energy Hub for funding.
24. All relevant financial, procurement and contract management policies and procedures will be followed.

Policy Framework

25. The decision is aligned with the Council's 2020-23 Strategic Plan particularly around environmental issues as it will increase the energy efficiency of existing residential properties.

Equality and Diversity

26. Protected groups will not be adversely impacted by the decision.

Risk

27. Risks have been carefully considered as part of the bid process with the bid process including a risk register and the drafting of the contract will ensure that risks to the Council are minimised.
28. Covid-19 may mean that the Council are unable to spend the full allocation due to people being reluctant to have tradespeople in their homes. As mentioned above in the report as long as the Council do not spend a disproportionate amount of the running cost allocation compared to the allocation for works there will be no clawback. We would simply not claim any of the allocation that we have been unable to spend due to the impact of Covid-19.

Actions to be taken to implement the decision(s)

29. The bid was submitted on the 26th March 2021 and we are due to find out of the bid has been successful in the week commencing 19th April 2021.
30. This report will be presented to Executive on 11th May 2021.
31. A contract with EON will be agreed by the end of May 2021.
32. Contract management will take place during the scheme delivery with monthly claims being made to the Energy Hub along with monthly performance reporting. Monthly payments will be made to EON in line with the contract requirements.
33. All works have to complete by 31st December 2021.

Appendices

34. Impact Assessment

Background papers

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

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Template for Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Local Authority Delivery 2 (LAD2) Grant Application and Scheme Delivery			
Coverage:	Overarching			
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:	<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 type="checkbox"/>
Description:	<p>The Green Homes Grant Local Authority Delivery Phase 2 (LAD2) Scheme aims to improve the energy efficiency of homes of low-income households, help to reduce fuel poverty, phase out high carbon fossil fuel heating, and deliver progress towards the UK's commitment to net zero by 2050. Phase 2 comprises of £300m allocated through Local Energy Hubs for regional delivery up to December 2021. The North East Yorkshire and Humber Energy Hub has secured £51.95m in LAD2 funding from the Department of Business Energy and Industrial Strategy (BEIS).</p> <p>Middlesbrough Council has applied for the full £1,091,161 allocation which BEIS have calculated based on Middlesbrough's fuel poverty figures. This allocation includes a maximum 11% allocation for the costs of running the scheme of £108,133. Due to tight timescales for delivery and lack of internal capacity appointing a delivery partner is the only way to ensure we meet the requirements of the grant and avoid any clawback of funding. The 5 Tees Valley Local Authorities have worked collaboratively with Operational Leads, Procurement, Finance and Legal to ensure our proposed procurement route is compliant with our Standing Orders.</p>			
Live date:	May 2021			
Lifespan:	All works have to be complete by 31 st December 2021			
Date of next review:	N/a			

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"/>	No negative 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"/>	No adverse impact on protected groups.
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"/>	No risk to community cohesion.

Assessment completed by:	E Green	Head of Service:	S Fletcher
Date:	16.04.21	Date:	16.04.21

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

Report of:	Councillor Eric Polano - Executive Member for Regeneration Councillor Barrie Cooper - Executive Member for Environment and Finance & Governance Richard Horniman - Director of Regeneration and Culture Ian Wright - Director of Finance
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Submitted to:	Executive - 27 May 2021
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Subject:	Middlesbrough Development Company (MDC): Finance
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Summary

Proposed decision(s)
That Executive approves: <ul style="list-style-type: none"> a) additional funding of up to £1,200,000 to MDC to facilitate the delivery of the Tollesby development. The funding will be provided from £700,000 of Section 106 contributions and £500,000 of Council resources, with the latter being provided in the form of a commercial loan (subject to sign off from the Council’s Section 151 Officer). Both amounts sit within the current approved Investment Strategy allocation to MDC so there will be no additional requirements in this regard; and, b) delegated authority to the Council’s Section 151 Officer to approve the transfer of residual funds held within MDC accounts to the Tollesby project, subject to MDC Board approval.

Report for:	Key decision:	Confidential:	Is the report urgent?¹
Decision	Yes	N/A	Non urgent

Contribution to delivery of the 2020-23 Strategic Plan		
People	Place	Business
The development of housing, will contribute towards Middlesbrough’s Housing Growth Programme and increase the quality and quantity of homes available to residents.	Investing in Middlesbrough to provide new housing on a key site, which will support the regeneration of the town centre and help create an attractive place to live, work and visit.	The proposal will support the Mayor’s urban living agenda and help underpin the Medium Term Financial Plan, by generating Council Tax.

Ward(s) affected

¹ Remove for non-Executive reports

Projects undertaken by MDC could occur in any ward but Tollesby is in Acklam Ward.

What is the purpose of this report?

1. The purpose of the report is to seek Executive approval for an additional capital allocation to MDC, to meet a funding shortfall caused by a lower than anticipated Homes England grant allocation and increased costs.

Why does this report require a Member decision?

2. The proposal is concerned with the use of over £150,000 and is a key decision.

Report Background

3. In December 2019, the Executive approved the use of £3.5m of allocated funding for the development of land at Rievaulx Drive, known locally as Tollesby shops.
4. The report informed the Executive that the vacant parade of shops had been causing significant problems for the local community and were viewed to be 'blighting the area'. It was proposed that MHomes (now Middlesbrough Development Company) would acquire the site and utilise an existing scheme, for which planning permission had already been secured by the then owner, to redevelop the site and provide 21 units of affordable residential accommodation and two commercial units.
5. The report advised that a design review was going to be undertaken by MHomes to understand whether any revisions to the scheme would result in a stronger end product.

Tollesby Update

6. Since the approval of the December 19 Executive report, the existing buildings have been demolished and MDC has completed the purchase of the site from the private owner.
7. The MDC Board approved a Project Plan for the development, which included the appointment of a professional team to redesign the project and directly appoint a construction contractor, with MDC acting as the developer. The Project Plan included a cash flow and viability assessment for the project, which assumed a total development cost of £4.986m and an Affordable Housing Programme (AHP) grant of £1.5m from Homes England.
8. A new scheme design provides retail units on the ground floor and a total of 24 flats for affordable rent on the first and second floors, with associated car parking and access provision.
9. The revised scheme was submitted to Homes England for consideration for funding from the 2016 to 2021 AHP and a grant allocation of £936k was subsequently confirmed.
10. The Project Plan assumed that planning approval would be granted in November 20, and that construction would commence in December 20, and complete in December 21. As the funding was from the already extended 2016 to 2021 AHP, it was a

condition of the funding that the project would be complete before the end of March 22.

11. Planning approval was granted in February 2021 but, as a consequence of the delay in securing the consent, and the extended build timescales due to Covid compliant working practices, it is not possible to achieve the March 22 timescale for project completion. The best possible construction commencement date is currently May 2021, with a contract programme of 56 weeks, giving a completion by the end of June 2022.
12. After discussion with Homes England, it has been confirmed that they will accept the project completion date slipping into 2022/23, and the £936k award has been approved on that basis.

Project Costs

13. As stated in Paragraph 7, the MDC Project Plan assumed a scheme cost of £4.986m. The total cost of the project is now estimated to be £5.4m (including a £100k contingency) as a consequence of the factors set out below.
 - a) The scheme which achieved planning is significantly different from the original draft design.
 - b) The build costs are now largely based on actual contractor / consultant prices.
 - c) Unforeseen costs associated with complex foundation requirements and a new electricity sub-station.
 - d) A 2.5% increase in labour and material costs since the original Project Plan was produced.
14. The MDC Board has subsequently approved a revised Project Plan for Tollesby, which reflects the cost increases outlined in this report.

Way Forward

15. In order to allow construction to commence, this report will recommend that Executive approves additional funding of up to £1,200,000, which will be provided to MDC in part from £700,000 of Section 106 contributions and £500,000 from Council resources, with the latter being provided as a commercial loan.
16. Although the financial arrangements of the deal would be a matter for the MDC Board rather than the Council, the Council's Section 151 officer would need to be satisfied that the funding is being used appropriately and in line with the Company's objectives, and that it represents an appropriate use of the Council's resources. This would be done in consultation with the appropriate Executive Member(s).

What decision(s) are being asked for?

17. That Executive approves:
 - a) additional funding of up to £1,200,000 to MDC to facilitate the delivery of the Tollesby development. The funding will be provided from £700,000 of Section 106 contributions and £500,000 of Council resources, with the latter being provided in the form of a commercial loan (subject to sign off from the Council's Section 151

Officer). Both amounts sit within the current approved Investment Strategy allocation to MDC so there will be no additional requirements in this regard; and,

- b) delegated authority to the Council's Section 151 Officer to approve the transfer of residual funds held within MDC accounts to the Tollesby project, subject to MDC Board approval.

Why is this being recommended?

- 18. The approval of the additional funding will enable the regeneration of the now cleared site to commence in late May/early June 2021, which will:
 - a) enable MDC to develop a high quality scheme of apartments and commercial units and secure a long term future for a site;
 - b) generate a long-term rental income stream for MDC;
 - c) support local residents, who campaigned for the removal of a significant blight on the area; and,
 - d) secure income, which will be received from Council Tax and Business Rates.

Consultation

- 19. The local community and Ward Members have been consulted on the scheme through the statutory planning process.

Other potential decisions and why these have not been recommended

- 20. In respect of the recommendation for the Council to borrow additional capital in order to fund the Tollesby development, other potential decisions were considered and are summarised in the following paragraphs.
- 21. **Do nothing** – In the absence of an additional capital allocation the development would be undeliverable in its current form. Considerable expense has been incurred in acquiring the site and achieving planning consent, which may not be recovered.
- 22. **Reduce the scale/quality of the development** – The scheme could be re-designed to bring it within the original budget approval. Considerable expense has again been incurred to gain planning approval for the scheme and the proposals have been subject to consultation with the local community and is discounted as an option for this reason.

Impact(s) of recommended decision(s)

Legal

- 23. The Council can rely upon the general power of competence within the Localism Act 2011 for its own purpose, for a commercial purpose and/or for the benefit of others i.e. this includes the role of Middlesbrough Development Company Limited. The proposed Council led interventions involve carrying out a commercial activity and must therefore be done through a Company
- 24. MDC is a local authority trading company limited by shares and operates in accordance with its Memorandum and Articles of Association, Shareholder Agreement, Strategic and Project Plans, and, Loan Agreement.

Financial

25. The existing approved funding allocation to MDC for Tollesby is up to £3.5m, which was provided as equity.
26. The MDC Board has subsequently approved a revised Project Plan for Tollesby, which reflects the cost increases outlined in this report, and Executive approval is therefore being sought to approve additional funding of up to £1,200,000 to deliver the scheme.
27. On the 18th December 2018 Executive approved: the creation of a Housing Delivery Vehicle in the form of a Wholly Owned Company (by Middlesbrough Council) limited by shares; the associated business plan and a funding package of up to £10m.
28. The £10m included £5m of Section 106 contributions and up to £5m of Council resources provided to the company as a commercial loan. £9,703m of Council resources currently sit within the Investment Strategy, this includes £7m provided for the Boho Bright Ideas project. Therefore, £2,703m is available within the Investment Strategy and the £500k additional request for the Tollesby project will be taken from this allocation.
29. The revised project plan includes a contingency of £300,000. Any balance left within the contingency will reduce the value of the loan provision.
30. The funding requested is already allocated within the Investment Strategy to MDC as part of the original funding provision. Therefore, there will be no additional constraints on Council resources.
31. The revised development appraisal has been reviewed by Finance to ensure that MDC have the ability to repay the loan through rental yields from the development.
32. The Council would ultimately benefit from the development of the Tollesby scheme, through the Council Tax and Business Rates generated by the apartments and commercial units.
33. This report will also seek delegated authority to the Council's Section 151 Officer to approve the transfer of residual funds held within MDC accounts to the Tollesby project, subject to MDC Board approval.

Policy Framework

34. The decision will not amend the Council's policy framework.
35. The decision is aligned with the Mayor's strategic priority to facilitate urban living. The decision is also aligned to the Medium Term Financial Plan as the proposed development will generate income from Council Tax and Business Rates.

Equality and Diversity

36. The Impact Assessment, attached as Appendix 1, has concluded that the decision would not have any disproportionately negative impacts.

Risk

37. The following high level risks identified in the Strategic and Directorate Risk Registers, will be reduced as a consequence of the market intervention enabled by the recommended decisions:

O1-005 - 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.

O1-045 - If delivery of the new housing programme does not meet the projected targets then this can have a negative impact on the assumptions within the MTFP.

38. The main risk directly associated with the proposed increase in borrowing to fund the Tollesby scheme, is the ability of MDC to repay the loan. The risk has been minimised through the development of a revised project plan, which has been approved by the MDC Board.

Actions to be taken to implement the decision(s)

39. The Council's Section 151 Officer will be asked to sign off whether the use of the additional funding required for the development of the Tollesby scheme represents an appropriate use of the Council's resources.

40. MDC will enter into a construction contract with the preferred builder to enable a start on site in late May/early June 2021.

Appendices

Appendix 1: Impact Assessment.

Background papers

Body	Report title	Date
Executive	Housing Delivery Vehicle – New Direction	20 December 2019

Appendix 1 - Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	MDC Finance – The allocation of additional funding of up to £1,200,000 to MDC to facilitate the delivery of the Tollesby development.			
Coverage:	Service specific.			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input checked="" type="checkbox"/> Other (please state) Asset management		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p>Key aims, objectives and activities To assess the impact of the proposal to allocate additional funding to the Tollesby development. .</p> <p>Statutory drivers (set out exact reference) The Local Government Act 1972 Section 123, as amended by the Local Government Planning and Land Act 1980 Section 118 Schedule 23 Part V.</p> <p>Key stakeholders and intended beneficiaries (internal and external as appropriate) The Council, MDC and the local community.</p> <p>Intended outcomes The approval of the additional funding will enable the regeneration of the now cleared site to commence in late May/early June 2021, which will:</p> <ul style="list-style-type: none"> a) enable MDC to develop a high quality scheme of apartments and commercial units and secure a long term future for a site; b) generate a long-term rental income stream for MDC; c) support local residents, who campaigned for the removal of a significant blight on the area; and, d) secure income, which will be received from Council Tax and Business Rates. 			
	May 2021			
Lifespan:	Not applicable			
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?*	☒	☐	☐	It is considered that the allocation of increased funding to the Tollesby scheme will not impact negatively on individual human rights as the proposal represents a significant and positive enhancement for the local and wider area. This assessment has been made taking into account that the decision will: <ul style="list-style-type: none"> • enable MDC to develop a high quality scheme of apartments and commercial units and secure a long term future for a site; • generate a long-term rental income stream for MDC; • support local residents, who campaigned for the removal of a significant blight on the area; and, secure income, which will be received from Council Tax and Business Rates
Equality Could the decision result in adverse differential impacts on groups of individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?*	☒	☐	☐	The Council has a duty to consider the impact of the proposed decision on relevant protected characteristics, to ensure it has due regard to the public sector equality duty. Therefore, in the process of taking decisions, the duty requires the Council to have due regard to the need to: <ol style="list-style-type: none"> eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. It is considered that the proposal to allocate increased funding to the Tollesby scheme to facilitate the development of affordable housing will not have a disproportionate adverse impact on a group, or individuals, because they hold a protected characteristic.
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*	☒	☐	☐	There are no concerns that the proposal could have an adverse impact on community cohesion. The decision to allocate increased funding to the Tollesby scheme to facilitate the development of affordable housing will not impact negatively on relationships between different groups. The decision would assist the Council's Social Regeneration agenda, ensuring a steady supply of affordable housing to meet the needs of its emerging and aspiring population.

*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>The Mayor's Vision For Middlesbrough Could the decision impact negatively on the achievement of the vision for Middlesbrough?*</p>	☒	☐	☐	<p>The allocation of increased funding to the Tollesby scheme to deliver affordable housing is aligned to the Mayor's Urban Living agenda. The Mayor's ambition accords with the priorities for Place, set out in the Strategic Plan 2020-23, which states that the Council will build more town centre homes to boost businesses and increase vibrancy, while reducing the need to build on green space.</p>
<p>Organisational management / Change Programme Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its Change Programme?*</p>	☒	☐	☐	<p>The decision would not have any negative implications for the Council's transformation programme. The allocation of increased funding to the Tollesby scheme will generate Council Tax and Business rates, which supports the Council's Medium Term Financial Plan.</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. 				

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Report of:	Councillor Eric Polano - Executive Member for Regeneration Richard Horniman - Director of Regeneration and Culture
Submitted to:	Executive - 27 May 2021
Subject:	Towns Fund and Future High Streets Fund

Summary

Proposed decision(s)
<p>It is recommended that Executive:</p> <ul style="list-style-type: none"> a) approve the funding offer for Middlesbrough Council’s funding bid for the investment of the Future High Street Fund (FHSF) allocation, which equates to a total of £14.1m, as detailed within Appendix A; b) endorse Middlesbrough’s Town Deal funding programme totalling £21.9m, as determined by Middlesbrough’s Town Deal Board, as detailed in Appendix B; c) approve Middlesbrough Council taking responsibility as the accountable body for the Towns Fund; d) delegate the Director of Regeneration and Culture and the Director of Finance are delegated approval to vire allocations beneath the £14.1m FHSF allocation, insofar as the objects of the programme and the outputs are consistent with the objectives of the bid, and subject to grant conditions and change control processes; and, e) notes the Towns Fund and Future High Streets Fund delivery objectives as aligned with the Town Centre Strategy and the Council’s Strategic Plan.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Executive	Yes	N/A	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
The Towns Fund and Future High Streets Fund will attract significant investment within the Middlesbrough, 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 Towns Fund and Future High Streets Fund will stimulate investment within the town centre, in support of a Council-owned asset, and aimed at creating new opportunities and jobs, to contribute to the objective that <i>“We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and</i>	The Towns Fund and Future High Streets Fund will enable the Council to secure a new economic foundation with a leisure offer, enhanced commercial facilities, enhanced public facilities and an urban living offer to deliver a strengthened and repurposed urban economy, attracting new jobs and investment. by <i>“making sure we work as effectively as possible to</i>

	<i>building more town centre homes”.</i>	<i>support our ambitions for People and Place”.</i>
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Ward(s) affected

The proposals will be largely delivered in the Central Ward albeit the economic benefits will be town-wide.

What is the purpose of this report?

1. The report sets out the funding allocations and delivery framework for the recently allocated £14.1m from the Future High Streets Fund (FHSF). A significant proportion of this is proposed to be spent within the Council owned asset, the Captain Cook Square shopping centre, along with strategic investment in urban living, cultural activities, business support, transport and accessibility. The report seeks the formal approval to deliver the FHSF interventions, in line with the strategic business case and funding criteria; as set out in the successful bid.
2. The report also sets out Middlesbrough’s Towns Fund programme, as determined by the Town Deal Board, and approved by HM Government. This establishes the delivery framework for funded project interventions and sets out how a coherent investment programme which deploys a combination of Council Capital (previously approved), Private Sector leverage, Towns Fund and Future High Streets Fund, will deliver transformational change for Middlesbrough’s businesses and residents.

Why does this report require a Member decision?

3. Middlesbrough has been successful in securing £36m to assist the delivery of its regeneration objectives over the next few years.
4. Following the announcement of the successful bid relating to the Future High Streets Fund, the approved programme budget of £14.1m exceeds the Council’s key decision threshold and, therefore, requires Executive approval to commence delivery.
5. Whilst the Towns Fund allocation of £21.9m is governed and administered by the Town Deal Board, Middlesbrough Council is the funding applicant and accountable body for financial management.

Report Background

6. Middlesbrough Council’s Town Centre Strategy report (24 November 2020) set out the underlying challenges to Middlesbrough’s urban economy and, in particular, how these challenges have been amplified and accelerated by the Covid-19 pandemic. This calls for an expansion of the scale, scope and speed at which transformation is required, to deliver a thriving local economy. The report also set out the need to fundamentally rethink the function of town centres and enable a rapid transformation.
7. The groundwork has been laid for the future of Middlesbrough Town Centre, with compelling bids to the Future High Street Fund (FHSF) and the Towns Fund. These proposals have been shaped on diversification with a greater emphasis on leisure, culture and residential uses in the urban core. But we can go further. By aligning a broader range of civic, educational, employment, leisure and residential uses, alongside a retail base, we

can deliver a critical mass of mutually-sustaining activity which will provide a focal point to drive growth.

8. People Make Places – people increasingly visit town centres because they NEED to, rather than they WANT to. As we transform the function of our town centre, we need to appeal to the 'WANTS' of people and build an innovative experiential economy where people want to spend their time.
9. Retail will always form a component of the town centre experience, but we need to draw more complementary uses and amenities into the town centre, to make it a thriving hub of activity; creating a new urban community.
10. To achieve this, Middlesbrough's approach is to build a new economy based on multiple, diverse uses which will drive business, employment, living and leisure into central Middlesbrough. This policy will deliver mutually-sustaining zones and clusters of activity which will create critical mass and give a new purpose to our economy. This will include:
 - Living: building residential communities in central Middlesbrough.
 - Skills and Learning: integrating our educational services and institutions.
 - Working: Bringing Employment and Commercial uses to the centre.
 - Health / Public Services: Bringing together public services in central areas.
 - Culture and Leisure: Providing entertainment and spaces for people to enjoy.
 - Retail: Maintaining a strong retail component in the high street.
11. Cross Cutting Themes – the diversification of the town centre will be underpinned by the cross cutting objectives of:
 - Transport – Delivering excellent transport and connectivity.
 - Digital – Digitising our town centre and building The Digital City.
 - Environment – Providing green spaces and public places which promote activity and wellbeing.
12. By targeting investment to central areas, the aim is not to diminish the role and significance of district centres. Indeed, the approach will provide economic growth opportunities for all areas as employment, business, commercial, residential and talent is increasingly drawn into the wider Middlesbrough ecosystem. These have been the fundamental criteria which has informed Middlesbrough Council's own capital investment programme, economic strategies and external funding bids to the Towns Fund and the Future High Streets Fund.

Future High Streets Fund (FHSF)

13. The Future High Streets Fund was launched in December 2018 and is a key part of the government's plan to renew and reshape town centres – making them a more attractive place to live, work and visit.
14. Middlesbrough Council was one of over 100 town centres invited to bid into this two-stage, competitive, application process to set out its vision for transforming its high street economy and deliver lasting change. Following much evidence-gathering, research, consultation and programme design, Middlesbrough Council submitted its application at the earliest opportunity – July 2020.
15. The programme is very specific about its headline aims and towns were invited to submit their proposals based on the following core eligibility criteria / themes:
 - i. Investment in physical infrastructure

- ii. Acquisition and assembly of land including to support new housing, workspaces and public realm
 - iii. Improvements to transport access, traffic flow and circulation in the area
 - iv. Supporting change of use including (where appropriate) housing delivery and densification; and,
 - v. Supporting adaptation of the high street in response to changing technology
16. Each application was required to submit a specified delivery area for intervention. Aligning with Middlesbrough Council's recent acquisition, the area selected was Captain Cook Shopping Centre and its immediate environs, albeit Middlesbrough's programme components to extend to some wider town centre areas.
17. One of the key objectives within the business case to acquire was to rebalance the economic mix and diversify C. 400k sqft of floorspace to residential, commercial and leisure uses, creating a more balanced and attractive offer to support and enhance the town centre. Whilst Covid-19 has had a significant impact on the leisure and hospitality sector, market specialists still maintain that this is the commercial direction of high street areas and the sector anticipates strong recovery, when circumstances allow.
18. Middlesbrough sees a bright future for its high street. The vision is based on building a new urban community in the heart of Middlesbrough. By bringing more people to live in central Middlesbrough (an offer which does not currently exist), the strategy meets the transformational objectives of:
- a) meeting housing demand both now and in the future;
 - b) driving reliable footfall into the heart of the High Street;
 - c) converting, adapting and diversifying a chronic oversupply of retail space;
 - d) attracting and retaining skills and talent; and,
 - e) building an increasingly, economically-active consumer base which will provide the necessary demand to sustain the transformation to a balanced leisure economy.
19. Middlesbrough Council bid for £20.5m in funding and has successfully secured £14.1m from the FHSF in the Budget March 2021. The programme has been adjusted to match the funding offer and this has been approved by MHCLG. The programme now includes (details at appendix A):
- i. £3.5m for residential property;
 - ii. £1.05m for transport adaptations and improving safety / security of town centre areas;
 - iii. £270,352 for cultural animation and experiences;
 - iv. £250k for businesses adaptations for covid mitigations; and,
 - v. £9.1m for the transformation of Captain Cook Square for leisure uses, incentives, decant compensation, remodelling units, contribution to fit out and adapting public spaces.
20. Middlesbrough aims to commence investment immediately and deliver a programme over the next three years.
21. Any changes to project elements within the £14.1m allocation would be subject to a Change Control process with Government, however, it is advised that the Director of Regeneration and Culture and the Director of Finance are delegated approval to vire allocations beneath the £14.1m allocation, insofar as the objects of the programme and the outputs are unaffected or bettered.

Towns Fund / Middlesbrough Town Investment Plan

22. In September 2019, the government invited 100 places to develop proposals for a Town Deal, as part of the £3.6 billion Towns Fund.
23. The Towns Fund is part of the government's plan for leveling up the UK economy. Towns across England will work with the Government to address growth constraints and to ensure there is a course of recovery from the impact of COVID-19. The overarching aims of the Towns Fund are to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth.
24. Middlesbrough was invited to apply for Towns Fund monies subject to:
 - i. the convening of a Town Deal Board of strategic stakeholders to lead the bid;
 - ii. the Town Deal Board would assess priorities to design and prepare a Town Investment Plan (TIP) Appendix C (undergoing update /review); and,
 - iii. the development of a strategic case which could meet the headline objective of the programme.
25. The overarching aim of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth. The programme has been designed to deliver against five themes which underpin the economic ambitions and aim to rebuild Middlesbrough's economic and social fortunes:
 - I. Transport and Connectivity - All travel modes will be enhanced.
 - II. Urban Communities and Placemaking - New urban communities, new employment accommodation and a broader leisure mix will be created.
 - III. The Middlesbrough Experience - Middlesbrough will be the key destination in the Tees Valley.
 - IV. Building a Knowledge Economy - Quality of life and outcomes for residents will be improved through education and training.
 - V. Enterprise Infrastructure - Middlesbrough will deliver premium commercial space to enable additional employment.
26. Middlesbrough's Town Investment Plan was produced and submitted in Towns Fund Cohort 1, reflecting a maximum bid value of £25m. At the Budget announcement of March 2021, Middlesbrough had an allocation of £21.9m officially approved.
27. Middlesbrough received an advance payment in summer 2020 which the Town Deal Board agreed would be assigned in support of Boho 8 development at Middlehaven – as a condition of the advance payment was the eligible spending of resource before end March 2021. This makes Middlesbrough's total Towns Fund receipt £22.9m.
28. The Town Deal Board has now secured an approved programme from MHCLG with approval to progress to maximum budget allocations. There is no opportunity to submit new proposals to the agreed programme. Each project will now undertake a detailed business case which will be approved / locally assured by the Town Deal Board. Each project will then progress to delivery between now and 2024.
29. Since the Budget announcement, the Town Deal Board has convened to agree the reprioritisation of the Town Investment Plan to mirror the available £21.9m. The programme was agreed as follows:

Towns Fund – Amended Programme Summary - £21.9m

Theme	Activity	Outcome	Towns Fund
Transport and Connectivity	Enhancement of Middlesbrough Railway station. Improved walking and cycling opportunities. Enhanced public transport, including the introduction of Superstops. Implementation of 5G.	Rail Station capacity increased. Direct London Link and Regional Services. Increased Public Transport Patronage. Reduced pollution. 5G Capacity and coverage	£0
Urban Communities and Place Making	Building of C.1500 homes across 7 sites. Housing will be both new build and conversion of existing properties, to broaden the existing offer and bring vibrancy to the town centre.	Create a new urban community in the heart of the town centre. Drive footfall. Support the retail sector. Develop a market for leisure activity. Animate the town centre.	£13,875,000
The Middlesbrough Experience	Create a an attractive and well serviced environment for Middlesbrough's residents through tree planting, creation of a nature reserve, development of community facilities, ward initiatives and repurposing of historical building to better meet the needs of Middlesbrough's residents.	Improve the visual appearance of the town, provide services at a neighbourhood level, support resident autonomy to deliver the right intervention for their area and make better use of existing council facilities.	£2,350,000
Building a Knowledge Economy	Contribution to the expansion of the Middlesbrough College Campus and creation of town centre presence.	Skilled workforce pipeline - sector targeted employment growth. Attract and retain talent. Further investment in the Middlehaven regeneration area.	£1,175,000
Enterprise Infrastructure	Renovation and restoration of historic buildings as part of DigitalCity campus. Additional phase of commercial quarter for Middlesbrough - mixed use development. Development within Boho Campus of amphitheatre and Plaza to complement the DigitalCity development and BohoX . Conversion Queens Square / former Kalkinka's- gap funding to match private investment to address viability	Historic buildings restored - integrated into modern campus additional 40k sqft office development. C.1000 residential units, Economic Growth / placemaking. Conversion to SME office space - renovation and let - approx 35,000 sq ft. Accommodate 500 jobs.	£4,500,000
Programme Total			£21,900,000
Advanced Funding			
Enterprise Infrastructure	Accelerate the development of the BOHO 8 modular build.	Create 11,000 sqft of office space.	£1,000,000

What decision(s) are being asked for?

It is recommended that Executive:

- a) approve the funding offer for Middlesbrough Council's funding bid for the investment of the Future High Street Fund (FHSF) allocation, which equates to a total of £14.1m, as detailed within Appendix A;
- b) endorse Middlesbrough's Town Deal funding programme totalling £21.9m, as determined by Middlesbrough's Town Deal Board, as detailed in Appendix B;
- c) approve Middlesbrough Council taking responsibility as the accountable body for the Towns Fund;
- d) delegate the Director of Regeneration and Culture and the Director of Finance are delegated approval to vire allocations beneath the £14.1m FHSF allocation, insofar as the objects of the programme and the outputs are consistent with the objectives of the bid, and subject to grant conditions and change control processes; and,
- e) notes the Towns Fund and Future High Streets Fund delivery objectives as aligned with the Town Centre Strategy and the Council's Strategic Plan.

Why is this being recommended?

30. Acceptance of the (combined) funding offer of £36m from the Towns Fund and Future High Street Fund, will enable Middlesbrough to invest in a transformational change in its high street economy, economic base, skills and communities. This will provide a sound underpinning to create new opportunities for Middlesbrough businesses and residents, alike.

Impact(s) of recommended decision(s)

Legal

31. Executive approval / endorsement of the funding programmes will necessitate the formal entering into the funding agreements with MHCLG as (1) accountable body for the Towns Fund and (2) sole responsibility for the Future High Streets Fund. This is a function of the Chief Executive and S151 officer.
32. As much of the delivery programme for both Towns Fund and FHSF relies on financial support, gap funding or development investment, specialist legal advice will be secured to ensure that any procurement and partnerships related to the funding, are compliant with the Subsidy Control Regime (formerly state aid).
33. The Town Deal Board are subject to the constitutional arrangements in line with the seven principles of public life, declarations of interest and transparency. As such, legal services has revised the Town Deal Board constitution to reflect recent changes in the Council's constitution; recognise the shift to a delivery phase / rather than bidding phase; and, record Town Deal Board interest (both pecuniary and non-pecuniary).

Financial

34. FHSF is subject to compliance with an MHCLG funding agreement and associated conditions. The funding is principally capital and is predicated on match funding secured by public sector and private sector sources. Any funding matched to the programme has been committed out of Council existing budgets and already funded through the

investment strategy, or external funding and is secured (principally the acquisition costs already settled). Private sector match will be monitored throughout the programme.

35. Middlesbrough's Town Investment Plan / Towns Fund settlement is determined by the Town Deal Board and is, again, subject to compliance with an MHCLG funding agreement and associated conditions. The funding is principally capital and is predicated on match funding secured by public sector and private sector sources. Any funding matched to the programme has been committed out of Council existing budgets and already funded through the investment strategy, or external funding and is secured (principally the acquisition costs already settled). Private sector match will be monitored throughout the programme.
36. Middlesbrough Council is the accountable body for the Towns Fund allocation and is responsible for its appropriate financial management, which will be conducted in line with all existing Council procedures and protocols.
37. The internal delivery programme will be monitored through established internal accounting procedures and overseen by the corporate project management framework and governance structures.
38. Where appropriate, staffing costs relating to capital project delivery will be included in project costs at a rate which is proportionate and permissible for the funding terms.

Policy Framework

39. The decision will not conflict with the existing policy framework.

Equality and Diversity

40. A condition of grant funding is that the programmes are compliant with the Public Sector Equalities Duty. An impact assessment is not required for programme sign-off, as per this report, but each sub-project will be assessed for its potential impact on groups with protected characteristics; and mitigated accordingly.

Risk

41. 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.

O1-005	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 cites the signs of decline pre COVID, this has increased post COVID. Delivery of the proposals within this report will enhance economic growth and prosperity of the town.
O1-024	If Middlesbrough's population reduces, with changes in the demographic make-up, then this will impact on the Council's capacity to deliver services, leading to financial pressures, decline in service performance, reduced outcomes for local people and reputational loss.	By providing retail, leisure and residential properties within the town this may have a positive impact on people staying in Middlesbrough which will help skills and talent to be retained.
O1-038	If traffic into certain parts of the town increase, due to successful inward investment, then there could be an increase in traffic management and parking issues.	Programme priorities include adaptations for highway, public transport, active travel and pedestrian use etc. which support mitigating this risk.

O1-045	If delivery of the new housing programme does not meet the projected targets then this can have a negative impact on the assumptions within the MTFP.	By putting residential properties within the town this will have a positive impact the new housing programme in achieving its targets.
O1-049	If town centre property values continue to decline, a national response may include an overall Business Rates review that would impact upon the Council's financial position unless mitigated.	By developing a mixed economy in the town so it is not just reliant on retail but includes leisure and residential should help mitigate this risk.
O1-050	A continuing national decline in the retailing environment has the potential to manifest further in Middlesbrough's town centre. The withdrawal of major retail brands has the potential to damage Middlesbrough's local economy in terms of business growth / turnover; employment opportunities for Middlesbrough residents; and, the appeal of Middlesbrough as an investor / visitor attraction.	By moving current retailers into other retail areas of the town and using their current space for leisure facilities will have a positive impact on this risk.
O8-094	If there is an increase in voids within the commercial property portfolio due to economic downturn then this may lead to a loss of commercial rent income resulting in an impact on budgets and vacant properties falling into disrepair.	By repurposing parts of the town for leisure and residential properties this should ensure that income is sustained and properties do not become void.

Actions to be taken to implement the decision(s)

42. If approved, the Council will:

- a. formally enter into the funding agreements for both the Towns Fund and Future High Streets Fund;
- b. each project in the FHSF programme will be subject to a funding agreement / service level agreement based on the project business case submitted and this will be signed-off by the S151 officer.
- c. each project in the Towns Fund programme will present a business cases to the Town Deal Board for approval. Business cases approved by the Town Deal Board will also be signed-off by the S151 Officer, prior to commencement. Each project in the Towns Fund programme will be subject to a funding agreement / service level agreement based on the project business case; and,
- d. each council-led project will be delivered with respect to the Council's project management framework and governance procedures.

Appendices

43. Appendix A – Ministry for Housing, Communities and Local Government (MHCLG) approved Future High Streets Fund Programme.

44. Appendix B – Town Deal Board approved Towns Fund Programme / Town Investment Plan.

45. Appendix C – Middlesbrough's Town Investment Plan (undergoing review)

Background papers

Body	Report title	Date
Executive	Middlesbrough Town Centre Strategy	24 th November 2020

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Programme	Project	Detail	Outcome	FHSF
Urban Living	Town Centre Residential (est 90 units)	New Build Apartment living Site Assembled Planning Pending Middlesbrough Council / MDC acquire	15 Storey and 130 units	£2,500,000
Urban Living	Conversion enablement	Urban Living planning and design required	80 Units	£1,000,000
Infrastructure	Cycle Infrastructure	Cycle corridors on key transport corridors to town centre - to include cycle storage and amenities.	Modal shift - covid mitigation	£250,000
Infrastructure	Covid Network Adaptations	Pavement widening and the introduction of strategic outdoor corridors which enable pavement spillouts for leisure and hospitality businesses	Town Centre Accessibility and Amenity	£500,000
Infrastructure	Perceptions - Safety and security	Response to public consultation and target demographic perceptions. Targeting the corridors between parking / transport hubs and Town Centre Areas - includes automated and contactless parking infrastructure	Visitor safety and security - perceptions	£300,000
Leisure Hub - Retail Conversions	Events and Games desination	Major leisure anchor to integrate into FHSF plans for CCSq Funding Enablement agreement to secure a 15 year lease and infrastructure investment Part loan part infrastructure funding	Attract investment	£2,200,000
Leisure Hub - Retail Conversions	Casino and Cinema Conversion	lease incentives and contribution to fit out for inward investment of leisure tenants - standard landlord terms anticipated to be matched by new tenant contribution to fit out / investment	Reduce retail floorspace and enable leisure uses	£3,500,000
Leisure Hub - Retail Conversions	Major F&B Anchor Unit	lease incentives and contribution to fit out for inward investment of leisure tenants - standard landlord terms anticipated to be matched by new tenant contribution to fit out / investment	configured units attractive and adaptable to leisure uses.	£1,900,000
Leisure Hub - Retail Conversions and estate adaptations	CCSq Adaptations	Adaptations to the building fabric and unit configuration, to enable optimal configuration for leisure uses	configured units attractive and adaptable to leisure uses.	£1,000,000
Leisure Hub - Retail Conversions	Retail Decant enablement and compensation	Compensation, lease surrender and local decant enablement - anticipated to be matched by brokered relationship with nearby Town Centre Land Lords	retail conversion reduced vacancies - displaced into vacant stock - reduced supply of floorspace rental stabilisation	£500,000
Invest In Experiences	Animate the street scene, introduce a range of exciting visual experiences and playful interactive installations which would invite people to take part.	Middlesbrough aims to create a consistent theme of creative visual stimulus, collectively delivered together to create an impressive accessible visual arts event which transforms our urban spaces in to exciting temporary playful places.	Animation of Town Centre as leisure attractor	£70,352
Invest In Experiences	Integrate Community Culture into the High Street	Bring a range of cultural services to the centre of Middlesbrough, bringing together regional archives, library services, resident services, theatre and the arts; tightly integrated at the city centre.	long term, sustainable, alternative uses	£75,000
Invest In Experiences	Events Infrastructure	Bring Middlesbrough alive, by hosting events, carnivals and festivals; and engaging residents.	Footfall driver	£125,000
COVID Mitigation	Covid Preparedness - Grant Response	Grant programme to enable TC businesses to invest in adaptations to allow for recovery to trading norms	Greater business resilience and customer confidence	£250,000

£14,170,352

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Theme	Project	Detail	Outcome	Towns Fund
Transport and Connectivity	Middlesbrough Rail Station Capacity Improvements	Additional line and platform capacity to enable additional regional services and a direct London link by 2021	Enhanced rail connectivity	£0
Urban Communities and Place Making	Boho Towers	C 100 residential units on brownfield regeneration sites as part of the DigitalCity campus. Gap funding required to address funding gap for commercial development	100 units	£2,000,000
Urban Communities and Place Making	Boho Village	60 residential units	C 60 residential units in heart of Middlesbrough	£500,000
Urban Communities and Place Making	CIAC 2, Middlehaven Dockside	80 residential units on brownfield regeneration site with water frontage. Gap funding required to address funding gap for commercial development	Additional Urban living. 80 residential units	£1,000,000
Urban Communities and Place Making	Middlehaven Dockside (south side)	200 residential units on brownfield regeneration site with water frontage. Gap funding required to address funding gap for private development.	Additional Urban living	£3,000,000
Urban Communities and Place Making	Office Conversions	250 converted residential units	Additional Urban living	£1,875,000
Urban Communities and Place Making	shepherdson Way / Teardrop Site, Middlehaven	170 residential units on brownfield regeneration site with water frontage. Gap funding required to address funding gap for private development	Additional Urban living	£2,500,000
Urban Communities and Place Making	Wood Street Car Park	Residential Development - approx 200 apartments with additional potential of conversion of archive building for hotel development (not in scope). Gap funding required to address funding gap for enablement measures and private commercial development.	Additional Urban living	£3,000,000
				£13,875,000
The Middlesbrough Experience	Cargo Fleet Nature Reserve	Use of the lower Ormesby Beck as a new nature reserve adjacent to North Ormesby, second most deprived Ward in England	Community resource / nature habitat created along beck corridor.	£100,000
The Middlesbrough Experience	East Middlesbrough / Southland's Centre Community Hub Nunthorpe Community Hub	Development of major new community hub in East Middlesbrough / Southlands Community Hub Contribution providing a range of support services in one of England's most deprived areas Development of a new community facility in South Middlesbrough providing a range of services supporting residents in the area. Will be complemented by new GP surgery funded by CCG	Community Cohesion and capacity building	£1,250,000
The Middlesbrough Experience	Ward Initiatives	A community-led grant programme for each Middlesbrough ward to design and deliver local interventions to improve local amenity. 20 wards at £50k each	£50k for each of the ward areas - to be administered through Community Council Network	£1,000,000
				£2,350,000
Building a Knowledge Economy	Middlesbrough College	Contribution to the expansion of the Middlesbrough College Campus and creation of town centre presence.	Skilled workforce pipeline - sector targeted employment growth attract and retain talent	£1,175,000
				£1,175,000
Enterprise Infrastructure	Old Town Hall / Former Captain Cook PH	Renovation and restoration of Old Town hall and former Captain Cook pub as part of the DigitalCity campus. Restoration to safe and secure shell to enable private sector investment to follow to achieve conversion to new uses - tenant to fit out.	new housing / workspace. Historic buildings restored - integrated into modern campus	£1,000,000
Enterprise Infrastructure	Centre Square -	Additional phase of commercial quarter for Middlesbrough - mixed use Live Well development - 40,000 sq ft office development, residential -	additional 40k sqft office	£2,000,000
Enterprise Infrastructure	Boho Campus - amphitheatre and plaza	Development within Boho Campus of amphitheatre and Plaza to complement the DigitalCity development and BohoX	Economic Growth / placemaking	£750,000
Enterprise Infrastructure	Conversion Queens Square - match	Conversion Queens Square / former Kalinka's- gap funding to match private investment to address viability	Conversion to SME office space - renovation and let - approx 35,000 sq ft. Accommodate 500 jobs	£750,000
				£4,500,000
			Programme Total	£21,900,000

Advanced Funding

Enterprise Infrastructure	BOHO 8			£1,000,000
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MIDDLESBROUGH TOWN INVESTMENT PLAN



MIDDLESBROUGH

Can do people
Can do place

JOIN US...

Erimus.

This latin word is Middlesbrough's motto meaning 'we shall be'. And never has it been more apt.

Middlesbrough's industrial legacy is giving way to a renewed optimism and confidence to build a commercial powerhouse, helping to transform lives and futures.

Little more than a hamlet at the start of the 19th century, Middlesbrough boomed into one of the global centres of the iron and steel industries – an 'Infant Hercules' in the words of Gladstone, during a visit to the town.

Our optimism and belief has already laid solid foundations creating a vibrant urban hub – brought about through partnerships between the public and private sectors and delivering real and lasting results.

But our story doesn't end here. Now is the time to be bold.

We are seizing this opportunity to work as a town to achieve our ambitions set out in this document. We'd love you to join us on our journey.



MIDDLESBROUGH TOWN DEAL BOARD



Andy Preston – Chair of Town Deal Board and Elected Mayor of Middlesbrough



Ben Houchen – Mayor of the Tees Valley



Andy McDonald MP for Middlesbrough



Clr Mieka Smiles – Executive Member for Culture and Communities



Tony Parkinson – Chief Executive, Middlesbrough Council



Zoe Lewis – Principal and Chief Executive Middlesbrough College



Tom Smith – Chair of Empower Middlesbrough



Gary Macdonald – Group Director of Finance and Resources
Teesside Valley Combined Authority



Rachel Anderson Assistant Director - Policy (Tees Valley and Energy)



MIDDLESBROUGH TOWN DEAL BOARD

Paul Cronev – Vice Chancellor of Teesside University

Ian Wardle – Thirteen Housing Group

Marie Kiddell – Homes England

Nicholas Baumfield – Arts Council England

Mark South – Double11/LEP/DigitalCity

Simon Clarke – Member of Parliament for Middlesbrough and East Cleveland

Gary Dawson - (AV Dawson's logistics)

Stephen Black – Tier One Capital / GB Bank

Alex Bell – Marks and Spencer Manager

Robin Bloom / Neil Bauser - Middlesbrough FC

Nick Knox – MD Arriva NE / Northern

Cath Robson - Job Centre Plus

Richard Lewis – Cleveland Police

Paul Wright – New River Retail



CONTENTS

1. Who are we?
2. Context Analysis
3. Strategy
4. Engagement and Delivery



1. Who are We?

We'd like to tell you more about our town.

Middlesbrough has a local resident population of 140,600. We serve as a district centre for the Tees Valley City Region, which has a population of 664,000, rising to circa 2.7 million, within 60 minutes' drive time.

These catchment numbers are a substantial asset and opportunity. However, they also present a challenge in how to encourage a higher proportion of the catchment to embrace and use the town more regularly and to consider it as a place in which they want to spend their time for leisure, work and shopping.

Transformation of the economic structure of the area is well underway but the opportunity afforded by the Towns Fund programme brings significant resources which can catapult the scale and scope of local ambitions and deliver real change.

Middlesbrough's **Town Investment Plan (TIP)** captures the wants and needs of the local population, addressing those issues which the business and resident communities have told us are important to them.

We have brought together some of the most influential business heads, community leaders, public institutions and educational leaders, to shape our business case which will drive public and private investment. These professionals comprise **Middlesbrough's Town Deal Board** each of whom has access to resources and influence which can be aligned.

Middlesbrough's capacity to grow and prosper depends on its ability to continue to attract the new businesses, entrepreneurs and investment that will drive job creation and long-term prosperity. The TIP plays a critical role in facilitating and financially-enabling private investment, encouraging partnership working, drawing on a range of complementary national investment programmes and working with the Tees Valley Combined Authority to stimulate commercial investment.

Middlesbrough has a strong record of delivery. Over the last few years Middlesbrough has delivered a transformational regeneration programme characterised by contemporary architecture, pioneering entrepreneurial spirit and forward-thinking investment. Council resource, coupled with partner investment, has attracted new businesses and helped in retaining a deep pool of local talent.

In transforming the local economy and creating new opportunities, the true measure of success is reflected by the extent to which we can match those new jobs, new skills and new businesses, with our resident population; ensuring that the maximum investment benefit is retained locally. This is a key tenet of Middlesbrough's approach and will be the foundation of successful delivery.

The COVID-19 pandemic has undoubtedly added a layer of complexity to the challenges faced by the area, but it has also brought into sharp focus the urgent need to adapt and transform the local economy. This prospect makes the case for intervention more powerful and urgent. The Town Investment Plan, provides the strategic framework against which the area can tackle the economic and societal challenges which have been amplified and exacerbated by the COVID-19 pandemic.

Middlesbrough's TIP is based on five key pillars of regeneration. They are:

- Transport and Connectivity
- Urban Communities and Placemaking
- The Middlesbrough Experience
- Building a Knowledge Economy
- Enterprise Infrastructure

These five themes underpin all of the economic ambitions and reflect what is important to the people of Middlesbrough. Coherently designed as a package of interventions Middlesbrough's TIP aims is to rebuild the economic and social fortunes, from the ground up.

Middlesbrough's TIP goes beyond the funding available with the Towns Fund programme. It is a £1b ambition to lead Middlesbrough to 2030, and beyond.

2. Context Analysis

Middlesbrough Boundary and Intervention Area



The Centre for Cities report 'The Geography of the Tees Valley Economy' (April 2017) confirmed that Central Middlesbrough plays the role of the primary city centre of the wider Tees Valley economy. However, in spite of this, the report showed that the town centre performs poorly compared to other British city/town centre economies. While accounting for just 0.2% of all land, it accounts for 5.9% of all jobs in the Tees Valley, and 12.8% of all knowledge-based services jobs.

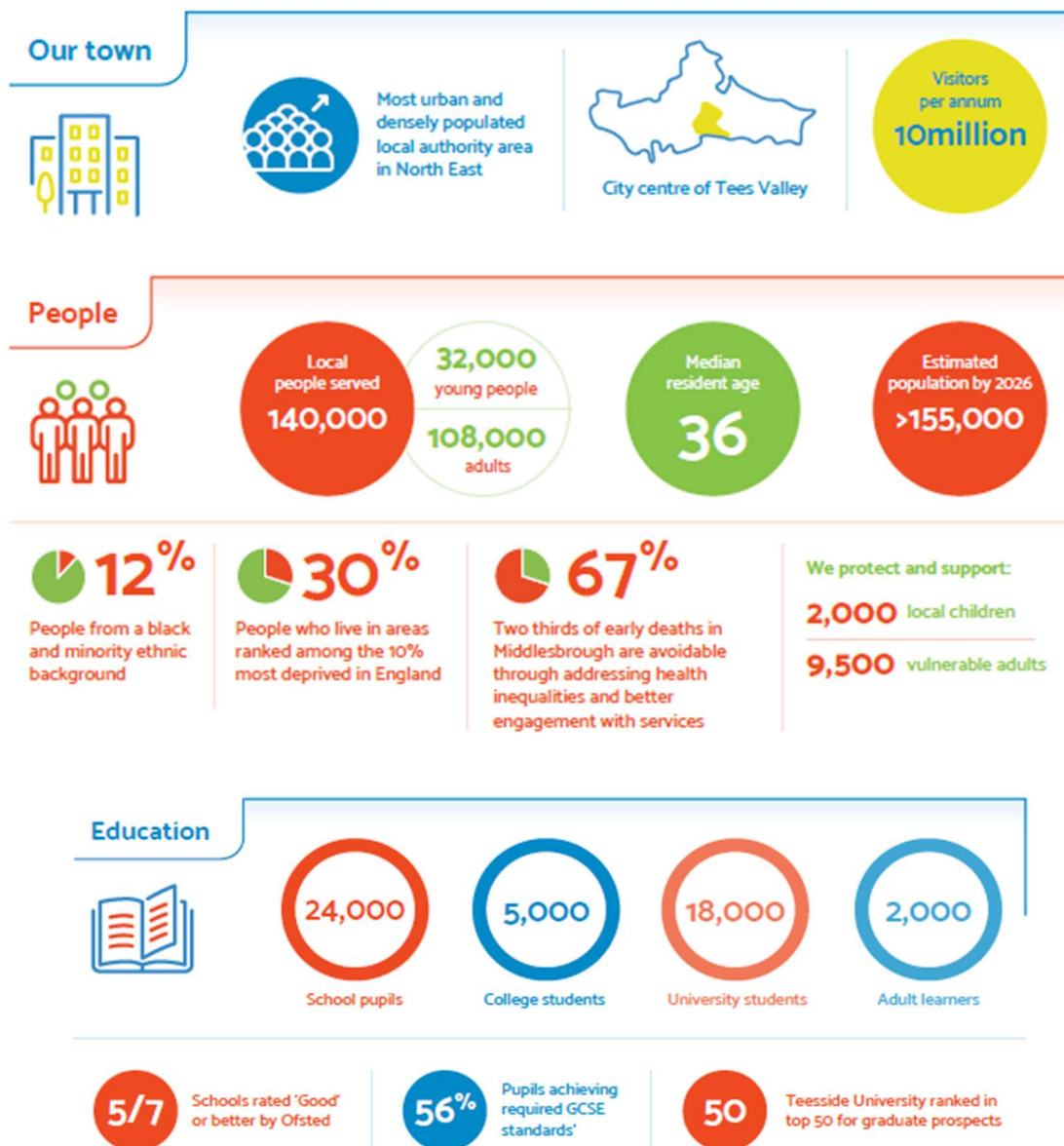
Middlesbrough has good transport connectivity, albeit with scope for significant improvement. Major transport infrastructure initiatives are delivered on a Tees Valley level and are aligned to enhance the economic growth potential of the area. The imminent introduction of direct train services to London are of huge significance as this opens a direct route to the capital, opening new markets and opportunities for the area; as well as a boost to the visitor economy.

As an authority area spanning just four miles wide by six miles deep, Middlesbrough is restricted in terms of its options to diversify its economy. It is densely populated and land availability is limited. To reflect this, the TIP has adopted an approach of targeting high-density, high-value, knowledge intensive businesses; as a commercial base, which are synonymous with higher than average wages and disposable incomes. This is the precise demographic profile which, if increased, can underpin and enhance a vibrant economy, increase critical mass, support stable trading and create viability for diversification of economic uses.

In addition, central Middlesbrough is home to Teesside University, Middlesbrough College and soon to host the Northern School of Arts (NSoA). Major employers in their own right, these facilities

educate and upskill the wider population. Critically, NSoA has committed £14.5m to locate in the town centre. Middlesbrough is also the transport hub and interchange which links areas as diverse as Whitby to the south and Newcastle to the north. The rail station has passenger patronage pushing 1.5m per annum and there is also bus patronage around 1m per annum. These figures are set to grow as the prospect of a direct London rail link and enhanced public transport services are rolled out to 2021. Therefore putting the town in a strong position to attract inward investment and further development.

Additional contextual, demand and demographic information has been provided in the TIP appendix.



Economy



59,000

Jobs in Middlesbrough

56%

Jobs undertaken by local people

7%

Local unemployment rate

Local businesses
>4,000

Highest rate of business startups in North East region

Current top three sectors:

40% Public administration, education and health

18% Distribution and hospitality

12% Financial services

Employees in Digital business sector
7,000



Expanding into other growth sectors including advanced manufacturing and leisure



Housing and infrastructure



Households
62,000

70% Council Tax Band A-B

Owner occupied housing
57%

19% privately rented
34% social housing

Social housing waiting list
4,800



Direct rail link to London 2020



Teesport third largest port in UK



Durham-Tees Valley Airport 20m away

Investment



Middlesbrough investment prospectus
£625m

5,000 new jobs

5,500 new homes

10

Top 10 in small cities in Europe for investment

Middlesbrough's Main Challenges

Considerable market intelligence, due-diligence, and economic mapping has established the economic baseline for Middlesbrough. This process has allowed Middlesbrough's Town Deal Board to develop an acute understanding of the economic performance of the area and the constraints which restrict the fulfilment of our full economic potential. The town currently suffers from:

A notable lack of a balanced residential market in central Middlesbrough. The town centre has no urban living offer. Middlesbrough has identified that there is a particular deficit in urban living opportunities and residential accommodation.

Deprived Demographic and limited reach to Premium Demographics. Middlesbrough's is the 7th most deprived authority in England. Reflecting a large area of significant social deprivation around a central core; giving a lower than average spend per visit to the high street. However, within Middlesbrough's wider catchment, a wealthy demographic exist with significant disposable income.

An imbalance in the retail to commercial floor space ratio. Approximately 65% to 35% in favour of retail and this represents a significant structural imbalance. Centre for Cities analysis of the local market notes that a healthy high street economy would be based on the reverse of this relationship.

A significant decrease in retail turnover of Middlesbrough Town Centre in recent years. The extent of this decline is illustrated by a comparison of retail turnover in Middlesbrough town centre in 2008 and in 2016. Convenience spend reduced by over 33% (£49.5m to £33.1m), whilst comparison spend reduced by 40.8% (£503.4m to £298.2m). (Knight Frank)

Rapidly decreasing footfall in Central Middlesbrough. Footfall in high street areas has decreased by 4% between Q1 2016/17 (1.87m) and Q1 2017/18 (1.79m); with indicators anticipating a further fall.

A very limited visitor economy. Although hotel stays are relatively robust during weekdays (£74.67 ADR @ C.90% Occ) shoulder nights (Friday to Monday) are particularly weak (£53.11 ADR @ C.79% Occ), indicating an immature visitor economy. (Bilfinger, GVA)

Distressed Property Market - With property owners being forced into ever-diminishing yields, coupled with extreme pressure to fill space, at any cost (necessary to displace the residual business rates burden on vacant space), the values of retail property are spiralling down and there is simply no viable case for owners (often pension funds and institutional investors), to reinvest in the properties; this situation further sustains the decline.

Middlesbrough understands the market failure conditions which prevail in the local and national economy; and that these strains are likely to be exacerbated by the COVID-19 pandemic. This understanding has informed the development of Middlesbrough's TIP, outlining a targeted package of interventions which will address these shortcomings and, crucially, increase the propensity for the market to operate effectively in the long term.

Middlesbrough knows that:

- Development of vacant and low value sites for residential purposes is critical to successful placemaking. New housing strengthens community ownership of town centres, creates vibrancy throughout the day and generates footfall to sustain retail, leisure and other uses. Housing diversifies the High Street and helps rationalise the amount of retail to more sustainable levels. Upper floors can be converted to bring back into use difficult to let, poorly accessible retail spaces.
- The retail economy is out of equilibrium with the commercial economy – we need to rebalance and have more commercial employment in the area to sustain our retail offer.
- The scale, availability, efficiency and quality of commercial accommodation is a key constraint to the attraction of major employers to the area.
- We are under-represented in our leisure and food & beverage offer and this will be key to creating a destination and sense of place.
- There is market failure in the commercial property markets and the flow of institutional capital.
- It is critical to link residents with the high-value employment opportunities created.
- Efforts can be focused on key growth sectors with high GVA outputs.
- Connectivity and strategic transport links are critical to future success.
- The skills pipeline (attraction and retention) is key to economic sustainability.
- Major partners such as Teesside University, other educational institutions, TVCA and advocates within our sector-specialisms are key to ensure alignment of effort and joined-up approach to economic reform.
- Diversity of economic offer will broaden Middlesbrough's offer and appeal.
- The sense of Place and a comprehensive offer in terms of the entire Live, Work, Play offering are key factors in securing major inward investment and providing a compelling reason to invest and locate in the area.

Evidence of Need

A generation ago many UK city centres were unappealing places. Now, they are among the most desirable areas of the country to live. Cities like Manchester, Liverpool and Birmingham are home to new buildings for urban living with the high street full of cafes, bars, restaurants and gyms serving their often young and affluent customers. The reversal that has taken place in other parts of northern England demonstrates an urban renaissance and a shift in how people want to live. In big cities, more than half of the people living in the centre work in high-skilled professional occupations.

Council investment in the Centre Square office development and Tees Advanced Manufacturing Park (TeesAMP) have opened up employment opportunities, unseen in decades, for Middlesbrough residents. A real and sustainable catalyst for change has been created. The knock on effect of increased job vacancies within the heart of the town, allows for a host of mutually-sustaining services to be made available to the workforce, including housing, leisure, entertainment and community facilities.

To access these opportunities in the labour market, people need to well-connected and have appropriate skills and qualifications.

Transport and Connectivity

An efficient and capable transport network is an integral part of the 'package' that attracts prospective investors, allowing them to develop their businesses in cluster areas, appropriate to both their businesses and customer needs. In line with all urban centres, the town requires a well-planned, efficient, attractive fully integrated transport network which complements the town's physical, social, economic growth and status.

Middlesbrough has ambitious plans for growth, within its transport network, based on sustainable investments which will result in a carbon reduction. This is via significant investment in the rail station improvements, and a co-ordinated package of measures to improve the overall central bus offer. This will improve transport access across the town, as well as improve traffic flows, and circulation in the wider area.

Urban Communities and Placemaking

The largest area of investment in the TIP is targeted to urban living, demand for which has been evidenced through market studies.

Commissioned by TVCA, the Northern Housing Consortium published their study titled 'Tees Valley Local Housing Markets' (2018). The report covered a range of issues including the challenges and opportunities of the local housing market, focussing on the neighbourhoods which are characterised by low demand and unpopular stock.

Although, Middlesbrough has been successful in increasing housing delivery in recent years, this has been focused on increasing mid-market homes in suburban locations which to some extent has driven a greater gap between the different housing sub-markets.

In a wide functional economic market area, it would be expected that there would be a greater range of neighbourhood types and housing submarkets. The report states that: “There is a little of the multiculturalism and diversity associated with big cities except for very small pockets in Middlesbrough and Stockton”

This observation needs to be taken in the wider context of the characteristics of the housing market and challenges associated with diversifying the current housing choice. It does however highlight the opportunity for housing market diversification and the opportunities the town centre could offer.

Increasing the urban resident population has been achieved elsewhere, driven through a diversification of the housing choice available. In Newcastle there has been a c.70% increase in the population of the city centre in the period between 2011 and 2017, in comparison to only a 9% growth in Middlesbrough. In terms of tenure, the centre is limited in terms of housing choice; 65.8% of properties are social rented, 22.3% privately rented and only 8.3% owner-occupied.

Town centre properties are largely 1 and 2-bedroom properties; over half 1-bedroom and 32% 2-bedrooms. This differs from the Middlesbrough average which is dominated by 3-bedroom properties (50.9%) and 2-bedroom properties (25.8%). Highlighting a very limited housing choice within the centre of Middlesbrough at present.

Development of vacant and brownfield sites for residential purposes needs to be an important component of successful placemaking. New housing strengthens community ownership of town centres, creates vibrancy throughout the day and importantly generates footfall to sustain retail, leisure and other uses. This aligned, with environmental improvements, will create desirable places to live.

The Middlesbrough Experience

Whilst a buoyant economy is key to long term sustainability, Middlesbrough’s real asset is its people and visitors. Without first class facilities, a pleasant, clean and safe living/urban environment and a range of leisure activities there is little to retain and attract people to the town. Despite significant investment, Middlesbrough still suffers from unacceptable levels of deprivation and ward level intervention is required to ‘level-up’ these areas with the rest of the town.

Middlesbrough has major cultural assets in the Town Hall and Middlesbrough Institute of Modern Art (MIMA). There is a clear acknowledgement of the social and economic value of the cultural sector. Further investment in this area has the ability to deliver growth and drive regeneration. These impacts can range from growth in tourism, creative and cultural sectors, to enhancing individual skills, knowledge and confidence, to strengthening community pride and perceptions.

Through public consultation the Towns Deal Board have a clear vision of the improvements and amenities residents and businesses would like to see.

Building a Knowledge Economy

There are positive economic returns to formal education for the individual, the employer and the economy as a whole. The effect of educational attainment can be particularly strong when this leads to completion of a qualification, resulting in potential for higher wage returns. Regarding vocational qualifications, positive wage returns have been found specifically for qualifications and apprenticeships at Level 3 and above.

Middlesbrough College, serves 20,000 students in all sectors of the economy from entry level to level 7. Of the full time 16-18 year olds students, approximately half are studying at level 3.

The number of school leavers is increasing by circa 50% across the Middlesbrough, therefore increasing demand for college places. In light of the rising demographics a report was commissioned that concluded that Middlesbrough College is currently operating much more efficiently than the sector average and that it required circa 8,000m² of additional space over the next decade.

Enterprise Infrastructure

Attracting and retaining more knowledge-based industries (KBIs) is becoming increasingly important in enhancing economic performance. New economic activity builds supply chains and supports ancillary businesses such as retail and leisure. The business sectors targeted for the office accommodation, pay higher than average wages and generate greater disposable income for their staff. This spend circulates through the economy and generates a significant impact through direct and indirect multiplier effects.

As cited by KPMG in 2016, Middlesbrough's private sector economy shows signs of fragility due to no marketable Grade A office space and insufficient representation of professional services. Over the last few years there has been little or no appetite from developers to return empty offices back to their original use. These buildings do not provide the type of accommodation in terms of floor plates, design, energy efficiency, etc. that professional service companies require; and their conversion is either technically difficult or cost prohibitive. As a result, a number of vacant offices have been redeveloped for an alternative use. Consequently, there remains an essential need for premium quality office accommodation.

In addition to KBI office space, many businesses based in the Boho Zone (Middlesbrough's digital, creative and business hub) have expanded and their current accommodation is too small for their requirements. They wish to move into larger, contemporary space that will accommodate their expansion needs, whilst fulfilling their desire to remain the established digital cluster.

Through detailed, sector-led consultation, a plan has been developed to establish a spatial and functional vision for the Boho Zone, which garners significant sector support and encourages long-term growth opportunities. It will accelerate the growth of Middlesbrough's most successful digital businesses, support the next generation of start-ups, and provide a flagship development capable of attracting businesses and new investment from outside Tees Valley, all in a unique campus environment, to create a thriving collaborative cluster.

Middlesbrough's Assets and Strengths

The Towns Deal Board sees real potential for the town. Rather than looking at short-term solutions, strategic partners have been investing resources to boost the local economy. Lessons have been learned from historical programmes that focussed on short-term, neighbourhood-level intervention that could not be sustained. This process has informed the development of the TIP.

Over recent years Middlesbrough Council along with partners such as TVCA and Teesside University have worked tirelessly to kick start Middlesbrough's economy. With millions invested to date, some of the highlights include:

- The DigitalCity initiative which has gone from strength to strength, through the nurturing of start-ups to multi-million pound businesses. This has included £20m of investment in specialist business centres.
- The £22.6 million TeesAMP offers a prime location for innovative manufacturing companies, creating an industry-leading cluster of businesses.
- The Centre Square development provides 107,000 sqft of Grade-A, BREEAM Excellent office space set across two buildings in the heart of Middlesbrough. Centre Square is a centrepiece for the town and home to the internationally acclaimed MIMA and the historic Town Hall.
- Middlesbrough's railway station sits in the town's historic quarter and Enterprise Zone and is a vital link between the town's commercial and retail centre. Working with the rail industry a £35m package of improvements has been developed that will greatly enhance the stations capacity.
- Over £270m invested in the development of Teesside University Campus since the introduction of its 10 year £300m campus masterplan in 2017. The University have invested a further £100m in new buildings designed to attract more students into the area, including the Business School, Student Life Building and new Student residential accommodation. Additional developments are planned over the next 5 years, to expand and enhance the campus further promoting digital development and research facilities.
- The University is planning to grow student numbers during the next 5 years with the overarching aim of attracting more students from the UK and overseas, which will generate further inward investment for Middlesbrough.
- The University has supported the council and played a key part in maintaining and developing MIMA since 2015, promoting the arts and leisure sector, with the introduction of many new community initiatives, helping to attract the wider community into the town centre.
- Teesside University Enterprise Zone builds on an exceptional track record, developed over 15 years, of nurturing and launching new companies, many of them digital, and supporting them through a coherent network of services offered by the University and other partners, to create a cluster of digital companies which is now nationally recognised. The two key initiatives driving this activity are Launchpad business incubator, and DigitalCity, providing support to tech start-ups through innovative fellowships, technical mentoring, space, access to expertise, and scale-up support. Both work in tandem, with the strong support of businesses and stakeholders across the Tees Valley, an extensive pool of experts, mentors

and coaches to draw upon, and a wide network of digital enterprise alumni in and beyond the region.

- In 2017/18 through both Launchpad and its start-up support programme FUEL, 26 new businesses were supported, creating 55 jobs. DigitalCity supported tech start-ups through its Fellowship Programme and its cluster development work supporting the wider tech business community. The University works closely with Boho, where many Teesside University graduates (currently 190) run/work in tech companies, a large proportion of which started on campus.

Through this investment Middlesbrough has built the foundations for future economic growth. However the town still lacks some key components to ensure its long-term sustainability, these are (1) a suitable urban living housing product (2) a critical mass of commercial workspace and (3) a robust leisure economy which appeals to businesses, workers and residents, as part of a comprehensive lifestyle offer.

The TIP is considered the appropriate strategic vehicle which allows the different strands of Middlesbrough's vision to be pulled together and integrated; connecting the separate elements to create real change for the town's residents and delivering long lasting economic transformation.

Strengths

- Land available for housing and office developments
- Vibrant university and colleges producing future workforce
- Demand for further office space
- Collaboration between companies
- Expanding companies
- Development of rail station/historic quarter and town centre
- Passionate community input and buy-in
- Growing reputation for arts and cultural infrastructure
- Historic buildings primed for restoration

Key Opportunities for Middlesbrough

Middlesbrough envisions a bright future based on building a new urban community in the heart of Middlesbrough. By bringing more people to live in central Middlesbrough (an offer which does not currently exist), the strategy meets the transformational objectives of:

- meeting housing demand both now and in the future;
- driving reliable footfall into the heart of the High Street;
- converting, adapting and diversifying a chronic oversupply of retail space;
- attracting and retaining skills and talent;
- building an increasingly, economically-active consumer base which will provide the necessary demand to sustain the transformation to a balanced leisure economy; and,
- the development of further business work space for: digital business / advanced manufacturing and high grade offices for professional services.

Middlesbrough Council cannot deliver these ambitions in isolation. A range of development partners are already actively working with the Town Deal Board on schemes that form part of the TIP. Through a range of financial models, funding mechanisms and Public Private Partnerships, projects will be pump-primed to enable the private sector to co-invest in a way which addresses entrenched market failures and encourages an incremental journey whereby public sector stimulus is a diminishing requirement.

Opportunities

- Significant untapped potential of the proposed Urban Living product
- Direct rail line to London 2021
- Strong tech cluster
- Growing skills base
- Gap in market for high quality office space
- An agile College and University with industry networks
- Economic diversification
- Growth sector specialisms
- Increasing GVA
- Skilled and available labour market

3. Strategy

By 2030, Middlesbrough will be transformed.

People make places. New urban communities will grow throughout the town centre, bringing modern and convenient living options for all ages and demographics. Urban living sites will be set in a safe and welcoming environment, flowing with open public spaces, inspirational architecture and green urban areas which promote personal wellbeing and spaces to breathe.

A growing population will be employed in a wide range of skilled and well-paid professional services roles, within a modern commercial cluster in the centre of the town.

Middlesbrough will attract new talent and investment into the local economy, as well as stopping the leakage of skills from our economy and retaining more of our home-grown graduate workforce; in a nurturing entrepreneurial environment.

Middlesbrough's residents will be the primary beneficiaries of new opportunities. The economy will be driven by a talented, indigenous workforce who have the skills and experiences which employer's desire. Any Middlesbrough resident, regardless of background or deprivation, will be able to fulfil their career potential, with world-class opportunities, on their own doorstep.

Our educational institutions, focused in the town centre, will expand their scope as the skills pipeline for the Tees Valley economy. Students will acquire market-leading skills and experiences in the best educational facilities, anywhere. Businesses will thrive as sector-specialisms are further developed in engineering, advanced manufacturing, digital and creative services; with co-designed, bespoke courses tailored to meet technological advances.

Middlesbrough will be 'the digital city', with a campus-based, integrated digital cluster, which is the envy of the UK. Digital technologies will increasing touch upon every aspect of life and Middlesbrough's mature digital cluster will lead the world in developing technologies to boost business, innovate and entertain; all while creating wealth and employment. Our communities and businesses will have access to the most advanced broadband connectivity and 5G (and successor) wireless services.

Central Middlesbrough will buzz with activity, day and night. Middlesbrough will be alive for business, education and retail during the daytime and a focal point for people's precious recreation time. Middlesbrough will shift to an experiential economy where culture, leisure and the arts permeate throughout every aspect of life; where visitors from near and far will engage with their surroundings and the rich cultural legacy of the area.

Middlesbrough's cultural offer will be the cornerstone of a thriving visitor economy. Whether enjoying a concert, live music, bars, restaurants or sporting activity, we can offer it all with an expansive and regular programme of cultural events and some of the biggest names in show business. Our hotels will welcome visitors from afar and our proud heritage attractions will tell the story of how Middlesbrough built the world; and continues to do so, through our modern industries.

Travelling to, and getting around within Middlesbrough will be seamlessly-integrated, instinctive and affordable. Public transport services will be frequent and accessible, connecting people to more places, more conveniently, including their workplaces, homes and leisure services; at all times of the day. Middlesbrough will have dedicated networks for cycling and walking, giving visitors and residents a real choice of how they travel.

Middlesbrough will align all available resources to deliver this programme of transformation. We will grasp the opportunities afforded by the Tees Valley Devolution settlements, government agencies such as Homes England, Department for Transport and Communities and Local Government; to address market failures and invest strategically. The TIP, aligned with Future High Street Fund and Council investment will form part of a £1b package of public and private investment to 2030. In order to achieve this £25million is required from the Towns Fund.

Analysis and Rationale

Middlesbrough's TIP brings together the delivery of strategic economic interventions, coupled with matters which are of significant importance to its people and businesses.

Middlesbrough's approach avoids short-term, cosmetic interventions and fundamentally aims to reshape the economic dynamics of our local economy. Market failures dominate the commercial landscape, with private investors unable to achieve full, independent development feasibility by reconciling the cost and value of development; within the current market place. This has created a 'property paradox' whereby development cannot be delivered wholly-commercially and much of the existing commercial property is in a spiral of decline, without incentive for new investment.

This builds a strong case for public sector 'pump-priming' intervention.

In recent years, Middlesbrough has built its commercial credentials by successfully enabling development and private sector leverage through direct market intervention. A range of financial tools have enabled development. This has ranged from direct investment, Tax Increment Financing, headleases / income strips / council covenant, equity finance and traditional gap funding. This flexibility allows for the appropriate financial instrument to be deployed to suit the specific characteristics of each development and create a mix of risk and reward, which is proportionate.

However, Middlesbrough is conscious of creating the circumstances which could develop an unhealthy reliance on public sector intervention, being a precondition for private sector development. This needs to be a pragmatic journey whereby, as market demand is demonstrated and speculative viability is strengthened, the proportion of public sector investment and risk is incrementally withdrawn.

This approach is already bearing fruit as the local market rate has grown for quality commercial office space and advanced manufacturing space, whilst demonstrating that there is ample demand at a price point which delivers financial viability, for private sector investors. The public sector has provided the proof-of-concept and this has encouraged the private sector to follow.

With respect to the TIP, Middlesbrough also wants to promote cyclical investment which is sustainable and can be reinvested for the long term. Our approach of investment creates the prospect of returns on investment and financial yields, which can be recycled and reinvested into complementary economic growth developments.

Delivery Rationale

Middlesbrough's TIP is based on five key pillars of regeneration:

- Transport and Connectivity;
- Urban Communities and Placemaking;
- The Middlesbrough Experience;
- Building a Knowledge Economy; and,
- Enterprise Infrastructure.

These five themes underpin all of the economic ambitions of Middlesbrough and reflect what is important to its people. Middlesbrough recognises that there is a symbiotic relationship between all aspects of the strategic priorities. For example, it is clear that businesses want to locate where people have the talent and skills, people want a modern housing offer, with high-quality public amenities, as well as a range of entertainment and cultural experiences; everything is linked and interdependent. Together, and as a coherently designed package of interventions Middlesbrough's TIP forms the strategic framework against which all future funding opportunities will be aligned.

The planned programme of interventions is wide-ranging and will have economic and social benefits across the borough and beyond. The development of workspace will attract new and expanding businesses to locate in Middlesbrough, bringing about direct employment. The higher volume of people will have a knock on effect for supply chain and service industries, therefore creating further employment opportunities and bringing additional spending to the town. The Towns Deal Board is passionate in promoting the 'spend local' agenda and supports independent businesses who know and love Middlesbrough, and as such have a hugely positive impact on what can be collectively offered.

Urban living is focussed in the heart of the town centre, this will drive footfall in the centre and will provide a much healthier housing offer across the town as a whole. The construction phase will create further jobs and evidence suggested that although not initially the value of existing surrounding land and properties have the potential to increase as a result of the investment.

There is a clear acknowledgement of the social and economic value of the cultural sector, and its ability to deliver growth and drive regeneration. These impacts can range from growth in tourism, creative and cultural sectors, to enhancing individual skills, knowledge and confidence, to strengthening community pride and place image. Planned activity will be accessible to all Middlesbrough residents and its broad range of social and economic impacts.

Programme Summary

Theme	Activity	Outcome	Towns Fund	Other Funding	Total Cost
Transport and Connectivity	Enhancement of Middlesbrough Railway station. Improved walking and cycling opportunities. Enhanced public transport, including the introduction of Superstops. Implementation of 5G.	Rail Station capacity increased. Direct London Link and Regional Services. Increased Public Transport Patronage. Reduced pollution. 5G Capacity and coverage	£0	£35,000,000	£35,000,000
Urban Communities and Place Making	Building of C.1500 homes across 7 sites. Housing will be both new build and conversion of existing properties, to broaden the existing offer and bring vibrancy to the town centre.	Create a new urban community in the heart of the town centre. Drive footfall. Support the retail sector. Develop a market for leisure activity. Animate the town centre.	£15,750,000	£106,250,000	£122,000,000
The Middlesbrough Experience	Create a an attractive and well serviced environment for Middlesbrough's residents through tree planting, creation of a nature reserve, development of community facilities, ward initiatives and repurposing of historical building to better meet the needs of Middlesbrough's residents.	Improve the visual appearance of the town, provide services at a neighbourhood level, support resident autonomy to deliver the right intervention for their area and make better use of existing council facilities.	£3,350,000	£4,950,000	£8,300,000
Building a Knowledge Economy	Contribution to the expansion of the Middlesbrough College Campus and creation of town centre presence.	Skilled workforce pipeline - sector targeted employment growth. Attract and retain talent. Further investment in the Middlehaven regeneration area.	£1,175,000	£12,000,000	£12,175,000
Enterprise Infrastructure	Renovation and restoration of historic buildings as part of DigitalCity campus. Additional phase of commercial quarter for Middlesbrough - mixed use Live Well development. Development within Boho Campus of amphitheatre and Plaza to complement the DigitalCity development and BohoX. Conversion Queens Square - gap funding to match private investment to address viability	Historic buildings restored - integrated into modern campus additional 60k sqft office development. C.100 residential units, Winter Gardens destination (160,000 visitors pa) Economic Growth / placemaking. Conversion to SME office space - renovation and let - approx 35,000 sqft. Accommodate 500 jobs.	£4,725,000	£69,750,000	£74,475,000
		Programme Total	£25,000,000	£227,950,000	£252,950,000
Advanced Funding					
Enterprise Infrastructure	Accelerate the development of the Boho 8 modular build.	Create 11,000 sqft of office space.	£1,000,000	£1,500,000	£2,500,000

Middlesbrough's Town Investment Plan includes:

Transport and Connectivity

Modern communications are the bedrock of any developed economy. They are critical to connect our conurbations and open up market places for employment and commerce. Middlesbrough, and the Tees Valley, need to enhance all travel modes to ensure that businesses and residents have genuine options when it comes to transport; in terms of frequency, quality and reliability.

As a partner in the Tees Valley devolved authority, many of the transport interventions benefit from collective scale and influence. As such, many of the largest-scale network enhancements are coordinated at a Tees Valley level, to delivery strategic transport links across the poly-centric Tees Valley conurbation.

Delivery priorities

- Prioritise the enhancement of Middlesbrough Rail Station to provide enhanced local / regional services, provide additional platform capacity, customer facilities and enable the delivery of a direct London link during 2021.
- Accelerate a programme to encourage increased active travel and modal shift. Enhanced cycle corridors, connected walking routes and new technologies (such as E scooters) will connect people from their homes to their workplaces, shops or leisure. This approach will capitalise on the positive behaviour changes, necessitated by the COVID-19 pandemic, to increase the use of cleaner transport modes and personal health and wellbeing.
- Deliver measures to increase the frequency and utility of public transport services. Enhance routes and earlier / later times, and a network of 'superstops' coupled with improved stock, will connect our communities and open up more opportunities for education, employment, leisure and commerce.
- Implement 5G (or successor) infrastructure. The minimum expectation for businesses and the enablement of 'smart cities', will be the most advanced network capacity available. Digital connectivity should be a core consideration in all development ambitions, including an active consideration in commercial and residential planning.

Urban Communities and Placemaking

Middlesbrough aims to grow and retain its population and talent by providing the best opportunities in terms of housing, employment and lifestyle to deliver a compelling offer which attracts people.

Middlesbrough will invest in the delivery of high value and high density opportunities within our area. Expanding its role as the commercial epicentre of the Tees Valley and reshaping the town centre economy to provide more skilled employment, more residents and more fun things to do.

The COVID-19 pandemic has exacerbated the distress of traditional high street areas and this has increased the urgency at which we must adapt and repurpose our urban economy.

Middlesbrough will transform its economy through a programme to deliver new urban communities, new employment accommodation and a broader leisure mix. Together these factors will draw life and vibrancy back into the town and create new opportunities and experiences for our visitors and residents. These developments will be on brownfield sites, in sustainable locations, with iconic architecture and design.

Delivery priorities

- Embark on a vast urban living programme to bring in excess of 2,000 units to the centre of Middlesbrough, homing 4,000 residents. We will build new communities and amenities which attract all ages and demographics and drive critical footfall to central areas.
- Rebalance the town centre economy and bring new educational and employment opportunities, delivering a new commercial quarter to host a range of skilled and professional services roles. An overreliance on traditional retail uses will be balanced with more hospitality and leisure attractions and a diversification to bring more community facilities into the high street.
- Middlesbrough's digital cluster will be expanded with a purpose-built business campus. Middlesbrough will be at the forefront of digital technologies and the modern entrepreneurial spirit, in an environment where businesses can network, collaborate, knowledge-share and innovate. The sector will create the jobs of the future and provide unlimited opportunities for graduates and residents.
- The Middlehaven area will continue to deliver a broad range of commercial, educational and residential opportunities. The post-industrial landscape has been cleared, assembled and is primed for development. The waterside frontage offers huge opportunity to build a commercial and leisure presence in a large urban landscape on the fringes of the town centre.
- Gresham will be redeveloped to provide a new urban village.
- Environmental improvements to enhance the quality of urban life, including the planting of 10,000 trees.

The Middlesbrough Experience

An experiential economy is increasingly important to the structure of Middlesbrough's economy. However, the capacity of hospitality and leisure services is not the only measure of success. People experience places on how it makes them feel and how connected they are to their environment and communities. The aim is to make Middlesbrough the key destination in the Tees Valley.

How connected a population is to its civic spaces, public services, community resources, heritage and environment, is the true measure of a culturally-rich experience. By building capacity and ownership in these areas, we create a tangible uplift in local pride, cultural

engagement and quality of life. The impacts are wide spread and this renewed confidence is infectious. It challenges negative perceptions and unfounded criticism and visitors to the area are left with a positive image of the character, passion and charm of Middlesbrough.

Even in times of economic hardship, people are fiercely protective of the time and money they commit to entertainment, activities and leisure; often travelling great distances to enjoy their time. The local economy has the capacity to deliver an enhanced cultural and experiential offer on the doorstep, which would be of great appeal to local residents and visitors to the area.

Delivery priorities

- Dedicate resources to deliver a range of community priorities, at a local level. Through the appropriate consultative bodies, such as community councils, areas will be given resources to design and deliver those measures which are most important to residents.
- Invest in the creation of a number of community hubs / assets for communities which need capacity. Enhancing community engagement and delivering vital community resources at an estate level.
- Enhance Middlesbrough's growing reputation for arts and cultural infrastructure to give people more reasons to engage with their high street by creating impressive accessible visual arts event.
- Rebalance the economic mix by converting 25% (c300k sqft) of our retail floorspace (oversupply) into alternative uses; and strengthening the viability of the entire retail estate.
- Create the largest single leisure destination in the Tees Valley (and for a 50 mile radius) (C. 300k sqft) by converting much of this space to a modern, dedicated, family-friendly leisure hub; including activities such as cinema, bowling, competitive socialising, sports; and a complementary mix of hotel space and independent / national food and beverage retailers.
- Support a range of community uses to co-locate in central Middlesbrough, creating a vibrant hub for communities to congregate, access services and host a range of events. From community gatherings to faith groups; public libraries and archives; to health services and public agencies.
- Embracing Middlesbrough's heritage assets and bringing them back into use will restore a connection with our foundations and a strong narrative of where we have come from and where we are going. This can be delivered in parallel with the re-greening of our urban areas and the creation of spaces where people can relax and engage with the environment.
- Drive a programme of public events to entertain, inspire and attract people to our town.

Building a Knowledge Economy

Skills and opportunity are the most significant factors in the improvement of the quality of life and outcomes for residents. A skilled population drives economic growth through

business start-up rates, investment, employment creation and wealth generation. Skills need to be matched with appropriate local employment opportunities, to retain the benefits of education in the local talent pool.

Middlesbrough has a track record of educating people to deliver their potential. We have strong institutions which are recognised and well regarded, with excellent relationships with businesses and an agile approach to delivering to market demands. However, we struggle to attract and retain graduate talent within the local economy. By building a coherent and compelling package of lifestyle, residential, education and employment opportunities.

The jobs of the future lie in building on our comparative advantages and developing sector specialisms in growth sectors. Middlesbrough's land availability does not lend itself to large-scale industrial uses, so focus will lie with high density high value employment in sectors such as advanced manufacturing, engineering, digital and creative sectors and professional services.

Care must be taken to retain as much of the benefits of growth and match the opportunities with the local population. Middlesbrough hosts large levels of employment and is a net importer of workers. Those workers take the majority of their spending power and benefits back home with them. For people to feel connected to this investment plan, measures must be taken to ensure that the local population is prioritised and not merely a host for external employment.

Delivery priorities

- Work collaboratively with our educational institutions to invest in the quality and quantity of educational provision. We will invest in our educational infrastructure to increase the attainment levels of our population.
- Expand our commercial ecosystem to create a critical mass of businesses clustering together and sharing the benefits of colocation. The quality of environment, amenity and wellbeing will be critical in attracting and retaining talent within the local economy.
- Prioritise the contracting of local businesses and the employment of the local workforce. New inward investment will provide more, and better, local employment; increasing the average weekly income of Middlesbrough households.
- Invest in the strategic growth sectors where sustainable employment is anticipated to expand in future years. Continue to develop comparative advantages in sectors such as advanced manufacturing, engineering, digital and creative sectors and professional services.
- Create a knowledge-share ecosystem to champion innovation. Work will expand to create ever-stronger links between business networks, local supply chains, sector collaborations and research. These measures develop new products, technologies and jobs, contributing to gross value added in the economy, business turnover and the benefits from intellectual property.

Enterprise Infrastructure

Middlesbrough has made the first steps in re-establishing a strong commercial economy. The development of Centre Square, Albert Road and the Boho Zone have combined novel approaches to build a mix of new, grade A accommodation, sensitive heritage renovations and adapt vacant, dilapidated buildings in central Middlesbrough. This has been supplemented by the development of the TeesAMP close to the town centre, providing 200,000 sqft of high quality floorspace.

Covid-19 has not dampened the appetite for office space to the degree which might have been anticipated. Indeed, leases have been progressed and some businesses / sectors are seeing an uplift in trading conditions.

Of more importance is the skilled and well-paid jobs that these facilities accommodate and the ancillary impacts that this economically-active footfall has on the town centre services and retail economy. The commercial areas will be seamlessly integrated with the retail and hospitality areas, to maximise the benefits of colocation.

Middlesbrough will deliver commercial space to enable additional employment. This space will be integrated within the new town centre economy and include modern features which promote wellbeing and health. The accommodation will be serviced by the best technologies and broadband connectivity, with a range of transport options to connect people to places.

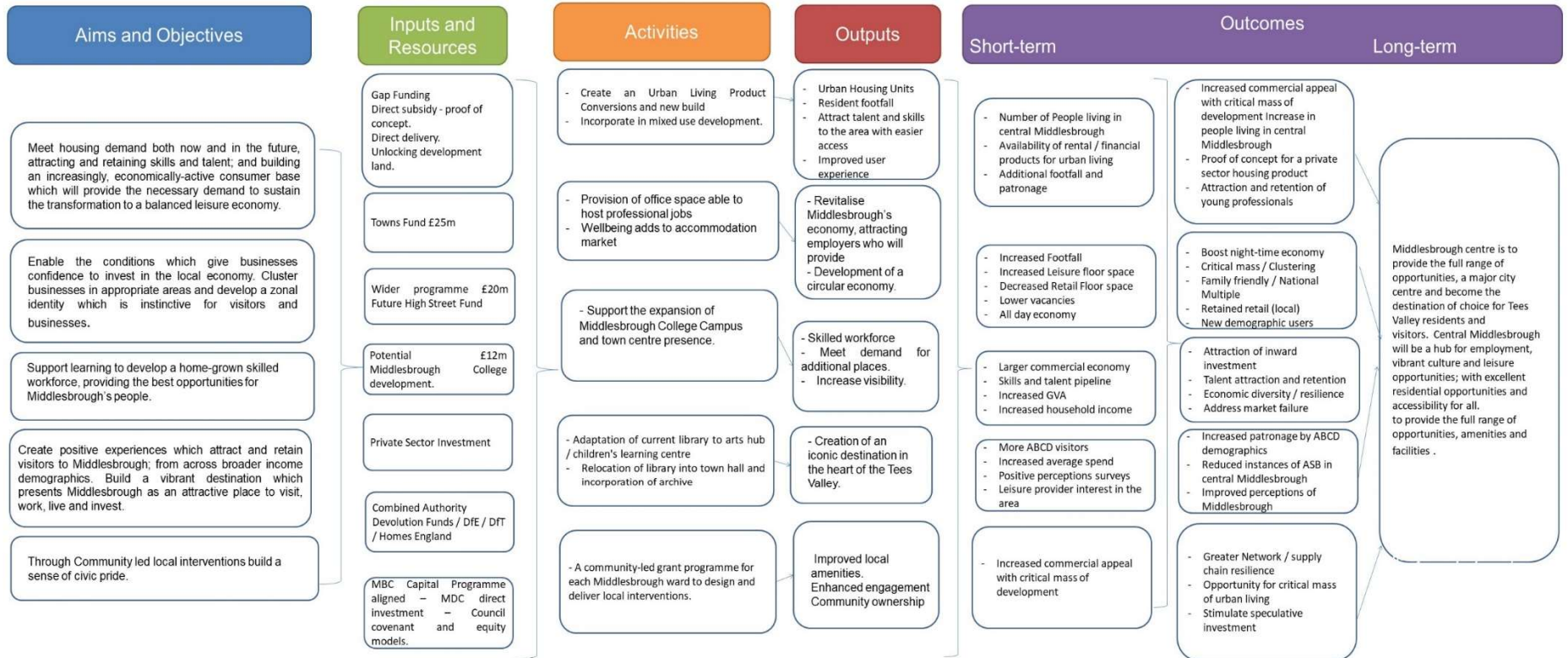
Delivery priorities

- Centre Square and the commercial area to the east of the town will be further progressed to achieve C.500,000 sqft of mixed use – residential and office accommodation. This will bring C.2,000 jobs and 500 residential units, into an area just 200m from the town centre. Centre Square's unique selling point will be the integration of the culture, arts, architecture and wellbeing in the central area of Middlesbrough.
- Invest to expand the Boho Zone to create a new Digital Campus. This dedicated area will increase the cluster density and free up the pipeline for the next generation of digital entrepreneurs to innovate in a campus environment. By integrating apartments and homes in the site, we will create a tech community that can truly enjoy the live work ethos. The Council has appointed international developer, BCEGI as a development partner for this scheme.
- Capitalise on the central relocation of the NSoA to deliver an educational cluster in central Middlesbrough, driving valuable talent and footfall into town centre areas. We will encourage businesses to link with educational institutions to develop links for mutual benefits.
- Support the expansion aspirations of Middlesbrough College, ensuring it has the breadth of educational offer to appeal to an ambitious student population. Collaboration with Middlesbrough College will ensure that students have the best experience, environment, education and equipment, to secure and exceptional education and fruitful career.

- The delivery of a new campus for the Northern School of Art in the town centre.
- Capitalising on the success of the TeesAMP for a further phase of development.
- Teesside University is at the frontline of Middlesbrough's perception buy the outside world and industry. Sector specialisms have borne fruit in the local economy and has generated employment and wealth. Middlesbrough will continue to support Teesside University to attract and retain talent in the local economy as well as deliver its ambitious estate strategy, including incubation spaces and the University Enterprise Zone.

Logic Model

Rationale: * Gap in viability for Urban Living products. * Very immature / untested market. * Limited land availability. * Substitution effect with nearby suburbs - no price differential. * No private sector market / marginal RSL market. * Perceptions of poor offer and antisocial behaviour require challenge. * Visible gap between daytime and night time economy. * Little suitable move on space for digital businesses. * Demand for modern office space. * Increased numbers of school leavers and demand for training. * Cultural events driving visitor numbers.



Assumptions:

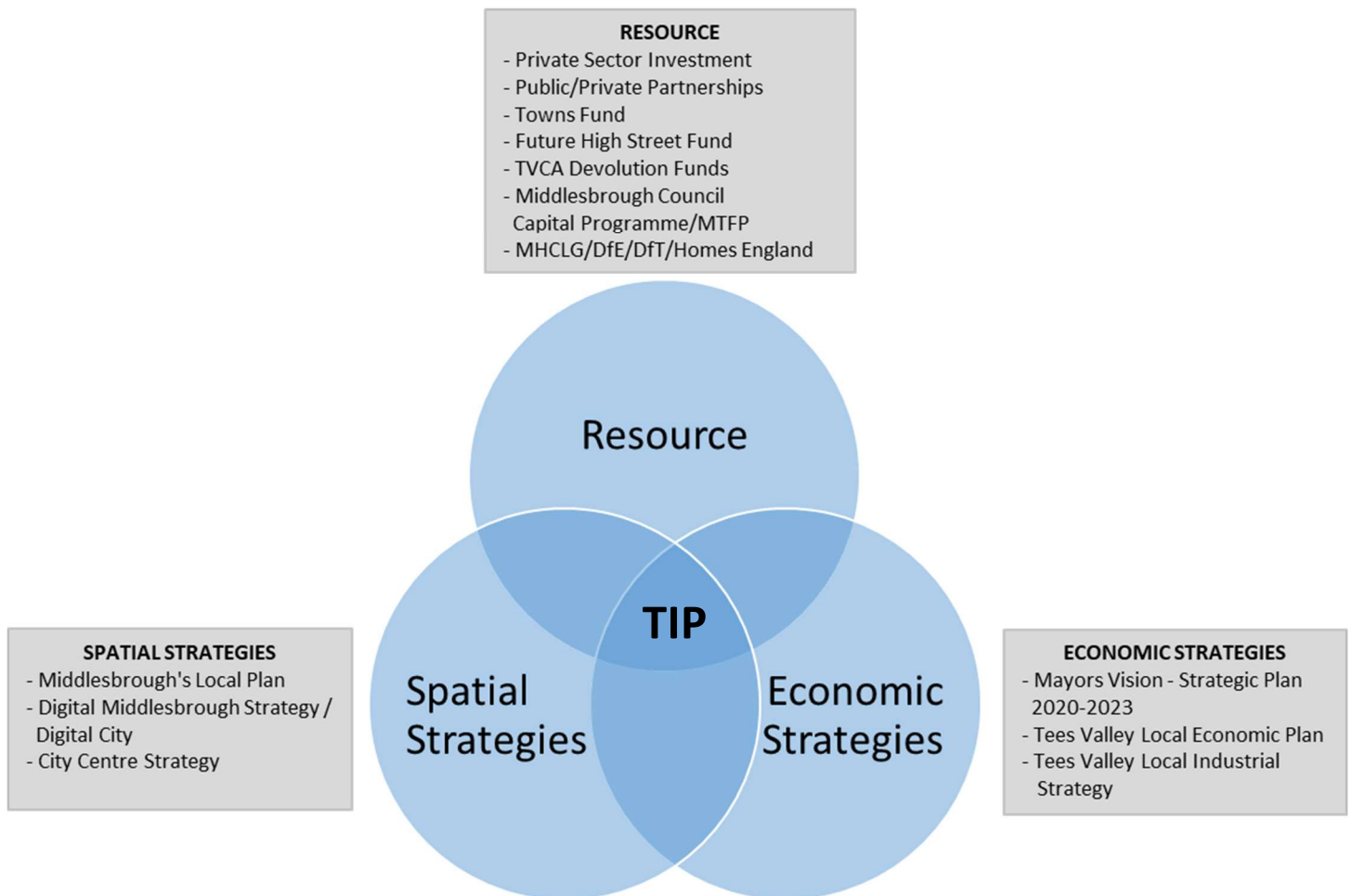
- Development of an Urban Living Market will attract and retain professionals, key workers and an older population.
- An experiential economy will work to increase the scale and diversification of leisure and food and beverage uses.
- Leisure provision will increase average spend per visit - need for consumers with higher spending power.
- Demand for move on and office space remains high, despite COVID - 19

External Factors:

- Housing demand in an un-tested market.
- Unknown impact of COVID - 19

Strategic Mapping

Middlesbrough's TIP draws on the fundamental principles of a range of strategic documents, plans and resources; at both a local and national level outlined below (details of each can be found in the TIP Appendix).



The TIP has been designed exclusively to meet the particular economic circumstances in Middlesbrough and the underlying challenges and opportunities. This means that many of the interventions are deliberately town centre based. Middlesbrough is a compact authority area as such, every aspect of life is driven by, and emanates from the centre. Focusing on the town centre area ensures that the benefits are condensed in to a mutually-sustaining economic area; whilst the benefits reach broadly across our communities.



The strategic framework is underpinned by improving the economic fortunes, lifestyles and achievements of residents, through a package of measures which introduces structural change to the economy. This approach is entirely consistent with the strategies, and is built on a foundation of the cross-cutting objectives of the clean growth agenda; and, mitigating the impacts of the COVID-19 pandemic.

The TIP also draws on some of the local social and community capacity issues which, through ongoing consultation, have been highlighted as of special importance to the resident population. Whilst some of these issues are more abstract in terms of their direct economic benefits, they are no less important. In addressing some of these perception issues, we aim to improve the sense of ownership, pride and engagement people feel. This pride and confidence saturates the area and is manifested in the confidence, ambition and commitment of the people and businesses of Middlesbrough.

COVID-19 Response

Prior to COVID-19, developed economies faced a common challenge: whilst GDP and employment were growing, places like Middlesbrough still suffered from entrenched poverty, low quality jobs, and stagnating income and living conditions. In light of COVID-19, lockdown measures, and a sudden drop in economic activity, there is a danger that the ingrained inequalities will widen, and that those left behind by traditional models of growth will suffer the most from the economic fallout of this global crisis. Middlesbrough intends to utilise TIP activity to reduce the impact and build a buoyant future for the town.

COVID-19 is having an unprecedented impact on the UK's society its economy and the global economy. The full impact for Middlesbrough has yet to be seen, however to date the following has been identified:

- Increased use of Foodbanks
- Referrals to the local Community Support Team (Crisis Team) increased
- Businesses requiring support

The Towns Deal Board has put recovery at the heart of its response with a group specifically dedicated to supporting the town centre. This includes pro-active action planning and working alongside key partners.

Emphasis is now being placed on accelerating the urban living programme in terms of both scale and sequencing. Businesses will be immediately supported to build resilience and adapt to a new trading environment, increasing the ability to maintain business continuity through any future disruption from a similar public health and economic shock.

Building a stronger leisure economy is also part of Middlesbrough's wider vision. Programme timescales are now reflective of the time the leisure and hospitality sector requires to restore a new equilibrium, whilst demand is augmented by an enhanced volume of new town centre residents. Private sector appetite remains engaged and bullish, confident that the fundamental demand profiles for leisure and urban living will stabilise and recover.

The initial plans for the Towns Fund was predicated on the need for the public sector to facilitate the private sector development through interventions such as site enablement or gap funding to make schemes viable.

It is understood that the aims of project are going to be more challenging and the risk appetite for the private sector will be fragile in the short term. However, the principles of public sector facilitation remain unaltered. The programme therefore reflects the commercial reality based on assessing the individual components and providing an investment mix which includes private sector partners, registered social landlords and the prudent deployment of public sector covenant in terms of investment and risk share. Given the progression of proposals in Middlesbrough, there has been the ability to reflect on COVID-19 impact in development appraisals and values.

Market trends and commercial advice gives the Board the comfort that the housing market is proving robust; having relatively inelastic demand and frustrated local demand in terms of a modern housing mix – including Urban Living and apartments. Central Middlesbrough has significant well paid jobs, a buoyant student population and a range of leisure facilities but lacks a commensurate housing offer.

£1m Towns Fund Advance - Boho 8

Boho 8 is an immediate opportunity to release the 'pressure valve' by investing £2.5m in 11,000 sqft of permanent additional space through modern modular construction; whilst detailed designs and construction takes place on the wider estate. The balance of the funding is secured and funded by Middlesbrough Council and TVCA.

This creates a short term 'plug and play' option, to enable the urgent expansion needs of Boho tenants. This represents an 'early win' for the cluster and allows for short term expansion whilst a long terms solution is delivered.

The development has the benefit of approved planning approval and can be on site in August 2020 (groundworks), with the units delivered and installed by the end of November 2020.

Full details can be seen in the Towns Fund Project Template.

4. Engagement and Delivery

Buy-in from Local Businesses and Communities

Middlesbrough's Town Investment Plan captures the wants and needs of the local population, addressing those issues which the business and resident communities have told us are important to them. This direction and ownership adds real weight to the strategic objectives and improves deliverability, in having a common purpose.

Public consultation has been augmented by bringing together some of the most influential business leaders, community leaders, public institutions and educational leaders, to shape the commercial and economic business case which will drive public and private investment. These professionals comprise Middlesbrough's Town Deal Board and each has access to resources and influence which can be aligned to enable strategic investment. We are committed to carrying out further consultation with residents and businesses throughout the delivery process.

During the development of this strategy significant consultation was carried out with the local community, including through the use of the #MYTOWN initiative, a sample of quotes can be seen below:

Events to stimulate the local economy *"Many people travel quite a lot for shopping, entertainment and days out with the family, if the right facilities are available people are able to spend money within the community significantly benefiting the local area, helping businesses to grow and creating employment opportunities."*

Higher quality housing

"Offer higher quality housing and working areas. Make the town centre a place where people WANT to be."

Town centre

"Town centres need to move away from commerce and toward a more community, culture and family focus."

Improved training for displaced industries

"Middlesbrough is a town that has seen large-scale displacement of jobs from declining industries, leading to a flocking of people to lower-skilled manual labour."

The town could benefit significantly from improved funding for businesses to train and employ people into higher-value digital sector roles."

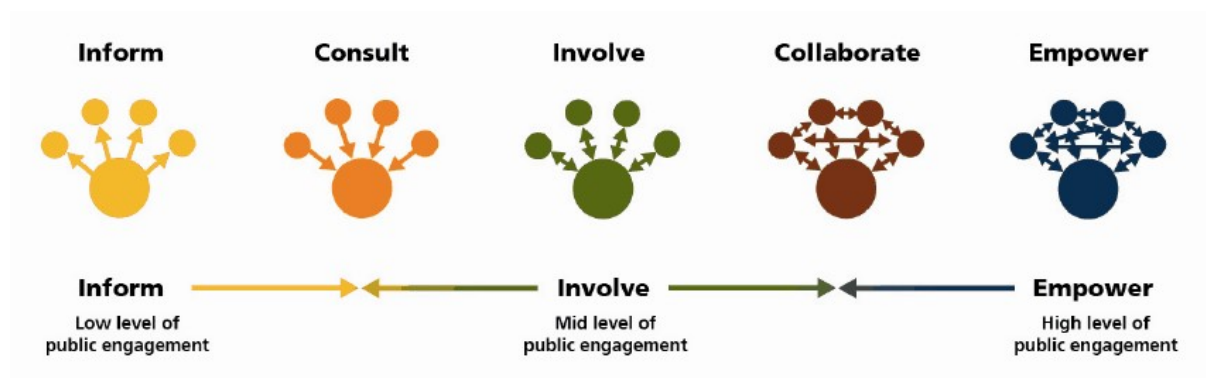
Community development

"Creating more to do for the youth and helping improve how the rest of society sees the youth will create a butterfly effect on society so in the future we will have less crime because they have been taught better, kids will be able to have fun without being labelled."

This consultation resulted in residents wanting to see a quality place that attracted visitors, enhanced the town, inspired them, provided new opportunities and investment and better connection to the high street and the rest of the town.

This process has provided key data which is invaluable in identifying strengths and weaknesses within the local economy and, critically, recommendations for how Middlesbrough can fulfil its potential.

Continued and meaningful engagement will take place through the work of the Towns Deal Board disseminating information and obtaining feedback from each of the areas they represent, working alongside Ward Councillors to hear and respond to the needs of local residents, through engagement activity, utilising the Council's well established social media channels and when necessary using methods of public consultation, therefore ensuring town wide opportunities for all stakeholders to have their say and obtain collective buy-in.



To date the Towns Deal Board's consultation has ranged from Informing to Involving, going forward in to the design phase of some schemes, residents and other key stakeholders will very much be Empowered.

Private Sector Commitment and Ambitions

Public funds cannot deliver the ambitions of the TIP in isolation. Through a range of financial models, funding mechanisms and Public Private Partnerships, the investments made will pump-prime and enable the private sector to co-invest in a way which addresses entrenched market failures and encourages an incremental journey whereby public sector stimulus is a diminishing requirement.

It is understood that as a result of COVID-19 the aims of programme are going to be more challenging and the risk appetite from the private sector will be fragile in the short term. The TIP reflects this commercial reality and provides an investment mix which includes private sector partners, registered social landlords and the prudent deployment of public sector covenant in terms of investment and risk share.

The Towns Fund provides gap funding but it is marginal in scale, the Towns Deal Board acknowledges the advantages of the periodic and prudent deployment of non-cash financial tools such as Council covenant. Covenant only goes so far and the council needs to keep within prudential borrowing limits. Middlesbrough Council may seek to enable private sector investment to partially de-risk investment in a relatively immature urban housing market in the centre of Middlesbrough, as to collaborate with institutional finance and build strengthened commercial viability, over time.

Delivery Plan

COVID-19 has changed the commercial landscape and has introduced a fundamental level of additional uncertainty. However, Middlesbrough has compiled a programme of interventions which is well structured and robust in terms of long term resilience.

Within the wider programme of activities the following has happened to date:

- Planning permission for 145 new homes was submitted by Thirteen in May 2020, with a planned start on site in early 2021. Sites outlined in this proposal are assembled and cleared.
- As of June 2020, Heads of Terms have been agreed with a regionally established food and beverage operator looking to establish a c10,000 sqft food offer, this will act as a catalyst for other interested parties.
- Middlesbrough Council's £10.5m acquisition of the Captain Cook Shopping Centre and House of Fraser building. This forms part of a wider investment programme which will drive activity and footfall into central Middlesbrough.

The Towns Deal Board can draw on resource from Middlesbrough Council's Regeneration department; to aid the timely delivery of the programme of proposed interventions. This means that the main body of works can progress with minimal disruption and the completion of delivery milestones are within the direct influence of the Board. These departments have considerable experience of successfully delivering complex multi-million pound projects, involving partners and stakeholders. Similarly, the service can draw on a pool of specialist talent such as architects, engineers, quantity surveyors and framework supply chains, to provide challenge and secure value for money.

As the delivery programme commences, and commitment from the Towns Fund programme is demonstrated to third party investors / funders, negotiations will accelerate with investors to secure the co-funded / privately funded elements of the delivery programme. Contractual agreements with third party co-funders / investors are anticipated to be contractually binding during 2020 calendar year.

The proposed projects have undertaken significant planning both internally and through the utilisation of external consultants and specialists to ensure the schemes can adhere to timescales, are deliverable within budget and achieve the objectives set out in the TIP.

While a project team has been established to deliver the day to day operation of the project, the Governance arrangements will be overseen by the Town Deal Board.

Third party housing providers and developers will be involved in the project and appropriately procured in accordance with their interests and the form of investment gap funding, headlease etc. These arrangements will be managed through robust legal agreements and are scoped to form part of a more substantive joint venture across multiple assets.

The housing element of the proposed programme is ambitious, albeit deliverable. There is no comparable market for urban living of such a specification and this is reflective of the scale of gap funding required to enable the delivery of the housing units outlined. Through the novel use of gap funding, direct council investment and the prudent and selective use of the

council's financial covenant, provides comfort that the creation of a completely new urban community and housing product can be delivered on an affordable basis and at a price point which will generate the necessary demand for a stable occupancy. In addition, Middlesbrough's local plan and associated housing demand assessments shows that the local economy requires a housing supply of C. 500 units per annum.

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Report of:	Councillor Barrie Cooper - Executive Member for Environment and Finance & Governance Geoff Field - Director of Environment and Community Services:
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Submitted to:	Executive - 27 May 2021
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Subject:	Final Report of the Economic Development, Environment and Infrastructure Scrutiny Panel - Pest Control Services - Service Response
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Summary

Proposed decision(s)
That Executive approves the service response to scrutiny - Pest Control.

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

Contribution to delivery of the 2020-23 Strategic Plan		
People	Places	Business
It supports our commitment toward ensuring our town is an absolute leader on environmental issues.	The service will reduce reported environmental issues and therefore assist in making Middlesbrough look and feel attractive	The service will help toward creating a positive perception of our town.

Ward(s) affected
The proposal impacts across all wards

What is the purpose of this report?

1. The purpose of this report is to ask Executive members of consider the service response to the final report of the Economic Development, Environment and Infrastructure Scrutiny Panel – Pest Control.

Why does this report require a Member decision?

2. The proposal affects more than two wards and is therefore considered a key decision requiring approval by the Executive.
3. The Scrutiny Panel have recommended that a report is submitted to the Executive in order that an informed decision is made.
4. There is a financial risk if the consideration is approved

Report Background

5. A report was submitted to the Scrutiny Panel meeting on 23 February 2021 (see enclosed Final Report – Pest Control)
6. The Scrutiny Panel recommended a number of actions for further consideration
 - I. Consideration be given to Middlesbrough Council offering a low cost Pest Control Service to residential properties and whether this would provide an additional income stream to the service area.
 - II. Investigate whether an amount could be included within the Council Tax charge to provide a pest control service to private residents without any additional fee.
 - III. Promote educational messages about good house-keeping to prevent vermin infestations through the Love Middlesbrough magazine.

Consideration be given to Middlesbrough Council offering a low cost Pest Control Service to residential properties and whether this would provide an additional income stream to the service area.

7. As a consequence of changing climate and milder winters there has been an increase in rodent activity both nationally and locally increasing the need for Pest Control across Middlesbrough. Coupled with this has been the impact of the Covid 19 restrictions which has led to more people being at home, generating more waste and spending more time in their gardens putting up bird feeders, both of these factors have caused an increase in rodent activity within domestic properties.
8. Currently Middlesbrough Councils Pest Control service is not offered to domestic properties as this was suspended in 2018 due to resource issues. However, since 2019 we have worked hard to increase the team to 4 technicians (3 FTE & 1 Agency) and invested in training for new technicians so they are fully qualified in all Pest Control duties not just rodents. This has enabled the Council to continue to carry out commercial work alongside treating Council buildings and open spaces. The table below indicates the income generated when the Council did offer a domestic pest control service:

Year(s)	Domestic Pest Control Income
16/17 (2629 visits)	£32,799.00
17/18 (2016 visits)	£32,628.81

- Please note – there is no correlation to the number of visits and the income generated. This is due to the varying Pest Control requirements e.g. wasps, rodents, bed bugs etc. generating varying levels of income per visit type

9. A cost analysis of the Tees valley councils and private businesses has been undertaken, showing the below information

Council	Free Service	Chargeable Service	Charge
Stockton Council	Rats and mice	Wasps, Fleas, Bed Bugs, Cockroaches	£35 + vat per visit
Darlington Council	Rats and mice	Wasps, Fleas, Bed Bugs, Cockroaches	£70.20 + vat per visit
Redcar & Cleveland Council		Rats/Mice Insects	£83 (up to 2 visits)
Hartlepool Council	Rats (if in house)	External rats Mice	£40 £80 (up to 4 visits)
Pest Control contractor		The average cost of Pest control is usually between £95 and £200, with the average quote at around £150.	£150 per treatment (average)

10. If we were to offer this service again, additional resources would be required to ensure that current service levels do not drop and that we can offer a competitive chargeable service which is reliable. This would require 2 members of staff and associated vehicles and equipment.

11. There would be a financial impact due to recruitment of two additional Pest Control technicians, the upgrade of senior technician and the auxiliary costs of the additional services, costs details below:

2 X New Operative @ Grade F	£52,068
2 X Vehicles	£14,000
Additional equipment & supplies	£5,000
Upgrade x1 Technician to Senior Technician	£2,670
Total Cost	£73,738

12. To enable the service to be financially viable, 2000 paid visits would be required per annum.

13. There is the residual risk in offering this service, as it is based on supply and demand of service requests. Should the residential uptake be below the estimated 2,000 visits per year
14. A reduction in requests will generate less income, resulting in a budget pressure, as a consequence of the income not recovering the costs of providing the service.
15. An increase in requests will generate service pressures to fulfil the service, resulting in possible additional resources required and/or complaints
16. Given the above information we would need to introduce that a residential charge for Pest Control would be £36.87 per visit. The number of treatments varies, pending on the pest problem. In most cases up to 4 treatments will be required to treat Rats/Mice. This would equate to a cost per treatment of £147.48. This is within the range of treatments offered by the private sector.
17. Given the proximity of the local authorities charge to the private sector and the element of risk involved it is not recommended to recommence this service.
18. To provide a service below this cost would require a subsidy from the council which is not recommended.
19. In respect of placing a charge on the council tax for such an approach is not undertaken by the authority.

Recommendation 2 Investigate whether an amount could be included within the Council Tax charge to provide a pest control service to private residents without any additional fee.

20. The funding of any specific service from Council Tax is not possible as the overall funding available to the Council, which includes Council Tax, Business Rates, Government grant funding etc. is allocated to directorates for overall service management.

Recommendation 3: Promote educational messages about good house-keeping to prevent vermin infestations through the Love Middlesbrough magazine.

21. The Service will provide suggestions on good housekeeping and waste minimisation to prevent the occurrence of rodents such as residents unwittingly feeding rats as a result of wishing to feed birds, through the following channels:
 - Love Middlesbrough Magazine
 - Council Website
 - Intranet
 - Advertising in community hubs/libraries/council buildings
 - Social Media

What decision(s) are being asked for?

22. Approve the service response to Scrutiny and that:

- i. A chargeable residential pest control service is not reintroduced.
- ii. Future consideration of a subsidised service should be considered as part of future budget setting processes.
- iii. An education and communication programme around “Good hygiene” to reduce pest problems should be introduced.

Why is this being recommended?

23. A local Authority resident’s pest control service could not be delivered within budget cheaper than the private sector.

24. A communication and education programme could reduce pest problems across Middlesbrough.

Other potential decisions and why these have not been recommended

25. Introduce a subsidised service. Introduction on a less than break even pest control service would require a budget subsidy which is not in the MTFP.

Impact(s) of recommended decision(s)

Legal

26. There are no legal implications.

Financial

27. There are no financial implications associated with these recommendations. Marketing costs can be found within existing budgets.

28. If approved we would look to provide suggestions on good housekeeping and waste minimisation to prevent the occurrence of rodents such as residents unwittingly feeding rats as a result of wishing to feed birds, through the following channels:

- Love Middlesbrough Magazine
- Council Website
- Intranet
- Advertising in community hubs/libraries/council buildings
- Social Media

Policy Framework

29. The report sets out a proposal in accordance with the Council’s approach to the delivery of efficient services. It delivers on priorities set out in the councils Strategic Plan.

Equality and Diversity

30. An Impact Assessment has been carried out and there are no initial concerns.

Risk

31. There are no risks associated with this approach.

Actions to be taken to implement the decision(s)

32. Implement education and communications plan

Appendices

33. Equality impact assessment – Chargeable Pest Control April 2021)

Background papers

34. Draft Final Report – Pest Control Services

Body	Report title	Date
	Consideration to provide a chargeable Domestic Pest Control Service to Middlesbrough Residents	April 2021

Template for Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Consideration to provide a chargeable Domestic Pest Control Service to Middlesbrough Residents			
Coverage:	Middlesbrough Council residents			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input checked="" type="checkbox"/> Policy	<input checked="" 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:	<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:	For Executive to consider to offering a chargeable Pest Control Service for Middlesbrough Residents			
Live date:	April 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:	
Date:	21/04/2021	Date:	

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

**ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL
PEST CONTROL – ACTION PLAN**

SCRUTINY RECOMMENDATION	PROPOSED ACTION	POST TITLE	BUDGET COST	TIMESCALE																				
<p>1. Consideration be given to Middlesbrough Council offering a low cost Pest Control Service to residential properties and whether this would provide an additional income stream to the service area.</p>	<p>To ascertain potential demand based on previous years uptake.</p> <p>To understand what provision is already available to residents from other sources</p>	<p>Pest Control Manager</p>	<p>Previous year's uptake have been in the region of 2600 jobs for financial year 2016/17 and 2016 jobs for financial year 2017/18. Therefore we have based the assumptions below on the uptake of similar numbers to the higher uptake.</p> <p>A provision/charge analysis of the Tees valley councils and private businesses has been undertaken, showing the below information.</p> <table border="1" data-bbox="1041 671 1823 1358"> <thead> <tr> <th>Council</th> <th>Free Service</th> <th>Chargeable Service</th> <th>Charge</th> </tr> </thead> <tbody> <tr> <td>Stockton Council</td> <td>Rats and mice</td> <td>Wasps, Fleas, Bed Bugs, Cockroaches</td> <td>£35+vat per visit</td> </tr> <tr> <td>Darlington Council</td> <td>Rats and mice</td> <td>Wasps, Fleas, Bed Bugs, Cockroaches</td> <td>£70.20 + vat per visit</td> </tr> <tr> <td>Redcar & Cleveland Council</td> <td></td> <td>Rats/Mice Insects</td> <td>£83 (up to 2 visits)</td> </tr> <tr> <td>Hartlepool Council</td> <td>Rats (if in house)</td> <td>External rats Mice</td> <td>£40 £80 (up to 4 visits)</td> </tr> </tbody> </table>	Council	Free Service	Chargeable Service	Charge	Stockton Council	Rats and mice	Wasps, Fleas, Bed Bugs, Cockroaches	£35+vat per visit	Darlington Council	Rats and mice	Wasps, Fleas, Bed Bugs, Cockroaches	£70.20 + vat per visit	Redcar & Cleveland Council		Rats/Mice Insects	£83 (up to 2 visits)	Hartlepool Council	Rats (if in house)	External rats Mice	£40 £80 (up to 4 visits)	<p>2 April 2021</p> <p>2 April 2021</p>
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Redcar & Cleveland Council		Rats/Mice Insects	£83 (up to 2 visits)																					
Hartlepool Council	Rats (if in house)	External rats Mice	£40 £80 (up to 4 visits)																					

	<p>Based on the above, to carry out an income/ expenditure exercise to understand the financial benefits/risks.</p>		<p>Pest Control contractor</p>		<p>The average cost of Pest control is usually between £95-£200, with the average quote at around £150.</p>	<p>£150 per visit (avg)</p>	<p>2 April 2021</p> <p>In order that the service met the expected demands of circa 2,000 (actual visit numbers for 2017/18) Circa 10 visits would be required per working day and as such 2 staff would be required, plus ancillary resources, as shown below, to deliver the service:</p> <table border="1" data-bbox="1032 711 1845 954"> <tr> <td>2 X New Operative @ Grade F</td> <td>£52,068</td> </tr> <tr> <td>2 X Vehicles</td> <td>£14,000</td> </tr> <tr> <td>Additional equipment & supplies</td> <td>£5,000</td> </tr> <tr> <td>Upgrade x1 Technician to Senior Technician</td> <td>£2,670</td> </tr> <tr> <td>Total Cost</td> <td>£73,738</td> </tr> <tr> <td>Total estimated annual Income</td> <td>£73,740</td> </tr> </table> <p>Given the above direct cost (to MBC) information, a charge of £36.87 would be required, to ensure that MBC recovers the costs and therefore is not at financial risk.</p> <p>The number of treatments varies, pending on the pest problem. In most cases up to 4 treatments will be required to treat Rats/Mice in a rolling 12 month programme.</p> <p>There is the risk in offering this chargeable service, as it is based on supply and demand of service requests.</p>	2 X New Operative @ Grade F	£52,068	2 X Vehicles	£14,000	Additional equipment & supplies	£5,000	Upgrade x1 Technician to Senior Technician	£2,670	Total Cost	£73,738	Total estimated annual Income	£73,740
2 X New Operative @ Grade F	£52,068																		
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Upgrade x1 Technician to Senior Technician	£2,670																		
Total Cost	£73,738																		
Total estimated annual Income	£73,740																		

			<p>Should the residential uptake be below the minimum required 2,000 visits per year:</p> <ul style="list-style-type: none"> • 2000 visits per annum are required to make the service financially viable (a breakeven position). • A reduction in requests will generate less income, resulting in a budget pressure, as a consequence of the income not recovering the costs of providing the service. • An increase in requests will generate service pressures to fulfil the service, resulting in possible additional resources required and/or complaints, which in turn will lead to further financial risk to MBC 	
2.	Investigate whether an amount could be included within the Council Tax charge to provide a pest control service to private residents without any additional fee.	MBC Finance Dept have confirmed that this is not possible	<p>The Head of Finance has confirmed that funding of any specific service from Council Tax is not possible as the overall funding available to the Council, which includes Council Tax, Business Rates, Government grant funding etc. is allocated to directorates for overall service management</p> <p>Finance advice given is that the ECS Director could decide to use some of the amount allocated for his Directorate to fund a free pest control service to residents but this would mean that other budgets for services would have to be reduced so that the overall budget stays within the amount allocated for the Directorate, and also that the director would have to deal with any political consequences of this. The Pest Control budget for 2020/21 has a net surplus budget of £122k so any reduction or removal of this surplus budget would require budget to be found from elsewhere within the Directorate.</p> <p>A possible route to provide funding is to make a request</p>	2 April 2021

			<p>to the MTFP for funding. This has to be done by the submission of a business case paper from the Director to LMT including the reasons etc. and the link to the Council's Strategic Priorities. The next refreshing of the MTFP is in June so any paper to LMT would need to be taken before then. Generally bids to the MTFP will be rejected if they are for amounts less than £50k as the Directorate would generally be told to fund them from their existing resource allocation.</p> <p>Another point to note is that this has been examined before many years ago and one issue is that once the service is free how do we control demand and meet the expectation of the public. We would still only have finite level of resources to provide the service, and we may then get residents wanting to pay for an enhanced service if there are long delays in the service provision. A similar issue exists in the Junk Jobs Service currently, where there is free and enhanced service</p>		
3.	Promote educational messages about good house-keeping to prevent vermin infestations through the Love Middlesbrough magazine.	Design and arrange for a one page article / advert in the Love Middlesbrough publications. Promote the service via the council website, social media and community hub/library posters.	Pest Control Manager	£1500 would enable the promotion of educational material and for a one page article in the Love Middlesbrough magazine	1 August 2021 (summer edition of Love Middlesbrough)

MIDDLESBROUGH COUNCIL

FINAL REPORT OF THE ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL – PEST CONTROL SERVICES

CONTENTS

Aims of the investigation	Page 2
Mayor's Vision	Page 2
Council's Core Objectives	Page 2
Terms of Reference	Page 2
Background Information	Page 5
Conclusions	Page 7
Recommendations	Page 7
Acknowledgements	Page 8
Background Papers	Page 8

AIM OF THE INVESTIGATION

1. The aim of the investigation was to consider whether the pest control services currently offered by Middlesbrough Council are fit for purpose and to assess whether further income could be achieved by expanding the service.

MAYOR'S PRIORITIES

2. The scrutiny of this topic fits within the following priorities of the Mayor's Priorities:

Quality of Service: We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough.

COUNCIL'S THREE CORE OBJECTIVES

3. The scrutiny of this topic aligns with the Council's three core objectives as detailed in the Strategic Plan 2021-2024¹:
 - People - working with communities and other public services to improve the lives of our residents.
 - Place - securing improvements in Middlesbrough's housing, infrastructure and attractiveness, improving the town's reputation, creating opportunities for local people and improving our finances.
 - Business - promoting investment in Middlesbrough's economy and making sure we work as effectively as possible to support our ambitions for People and Place.

TERMS OF REFERENCE

4. The terms of reference for the scrutiny panel's short review are:
 - A) To examine the Pest Control Services currently offered by Middlesbrough Council including the resources required to run the service and income achieved.
 - B) To establish the range and cost of pest control services provided by other Tees Valley Councils and local private operators.
 - C) To consider whether expanding Middlesbrough Council's pest control services could provide an additional income stream to the Council.

BACKGROUND INFORMATION

5. A local authority has specific legal powers to take steps to ensure that its area is free from rats and mice. They must take action to destroy rats and mice on their own land and can

¹ Middlesbrough Council's Strategic Plan 2021-2024

serve a notice on an owner or an occupier ordering work to get rid of the problem.²

6. Middlesbrough Council currently provides pest control services in the following areas:
 - Back Alleys.
 - Council owned open spaces.
 - Council Buildings
 - Commercial Contracts.
 - Thirteen Housing.
7. There are four pest control operatives: three permanent full time employees and one agency worker. Seven Area Care staff are trained in rodent control and eleven additional staff are undertaking online pest control training. The rodent control training is a one-day training course.
8. Pest Control Technicians have completed the Level 2 Pest Management Level course, awarded by the RSPH (Royal Society for Public Health UK), which enables them to carry out a wider range of activities. This Level 2 qualification is designed to provide an understanding of public health pests and their management. It fulfils the legal requirement relating to the training of pest control technicians as set out in the Control of Pesticides Regulations 1986.³ The training takes approximately four to six weeks to complete on a day release basis.
9. The Council's aim is to build up resilience across departments and enable the Level 2 qualified Pest Control Technicians to focus on the back alleys, contracts, and council owned spaces, whilst the area care staff provide a pest control service to Council buildings and cemeteries.
10. The intention is to continue identifying and training additional members of staff from the back alley cleansing and area care teams, as well as building managers, in rodent control. One of the current Pest Control Technicians will also be upskilled to complete the Level 2 qualification to build additional resilience in the team.
11. The Council has 70 commercial contracts across Middlesbrough which generates approximately £43K per annum. The number of commercial contracts has decreased during 2020, due to a number of businesses ceasing trading or opting to request pest control as and when needed, rather than having a regular contract. The Council has worked with businesses during the Coronavirus Pandemic to assist where possible, by delaying payments if necessary.
12. The team carries out approximately 542 visits per year to a variety of customers including restaurants, fast food takeaways, schools, Middlesbrough College and private businesses.
13. The Council also has a joint contract with Durham County Council for Thirteen Group which covers a wide area across the north east. Middlesbrough Council covers Middlesbrough, Redcar, and Saltburn. The income from this contract is approximately

² <https://www.citizensadvice.org.uk/housing/repairs-in-rented-housing/repairs-common-problems/repairs-infestations-of-pests-and-vermin/>

³ <https://www.rsph.org.uk/qualification/level-2-award-in-pest-management.html>

£95K, with the total number of jobs completed approximately 1300. Up to four visits per property can be carried out under this contract. Income from the Thirteen contract covers the Council's costs in terms of running the service.

14. Currently Middlesbrough Council does not offer a pest control service to private residential properties across Middlesbrough, although it has provided one in the past. The Council focusses the pest control service on contract work and open spaces.

15. **Tees Valley Councils – Pest Control Services for Domestic Properties**

The Panel ascertained that the other Tees Valley Councils – Stockton On Tees, Darlington, Redcar and Cleveland and Hartlepool, all offer various pest control services to their residents. Some services are free and others are chargeable. Darlington Council does not provide pest control services to commercial businesses and properties.

16. Searches on the websites of Stockton On Tees, Darlington, Redcar and Cleveland and Hartlepool Councils revealed the following information in relation to pest control services Charges:

Council	Free Service	Chargeable Service	Charge
Stockton On Tees⁴	Rats Mice (indoors only) Cockroaches Bed bugs	Ants and flies Bees and wasps Biscuit beetles Carpet beetles Fleas and mites Moles and squirrels Pigeons Silverfish Spider beetles	Subject to required treatment from £35 + VAT
Darlington⁵		Rats and mice	£10 (this charge does not apply for council tenants as pest control for mice and rats is included in the rent)
		Insects	£70.20
Redcar and Cleveland⁶	Pest Control officers can offer free advice over the phone on a		

⁴ <https://www.stockton.gov.uk/our-people/environmental-health/pest-control/>

⁵ <https://www.darlington.gov.uk/environment-and-planning/pest-control>

⁶ <https://www.redcar-cleveland.gov.uk/resident/Pages/Pest-Control.aspx>

	number of different pests		
		Rats/Mice	£83 (up to 2 visits)
		Bees (subject to individual assessment to determine whether treatment can take place)	£83 (up to 2 visits)
		Wasps	£83 (up to 2 visits)
Hartlepool⁷	Free advice and identification service		
	Rats (if in house)		
		Rats	£40 – refunded if confirmed rates in house
		Mice	£80.00 visit + up to 4 Re visits then invoiced for time £40.00 per hours + materials
		Insects	Advice visit £40.00 if require treatment additional £20.00 charge

17. Redcar and Cleveland Council has recently reduced its pest control team from two to one member of staff who also deals with stray dogs. Whilst Redcar and Cleveland Council offers free advice, it is reported that the take up of treatment option is poor.
18. **Commercial Operators**
19. Searches on websites of commercial pest control operators revealed that they generally charge according to the type and extent of the pest problem following consultation, rather than offering a set pricing structure. Where prices are quoted online they range from £50 per hour plus materials, to £270 plus VAT, for 3 visits to a rat infestation.
20. A Panel member was charged £160 for a commercial operator to treat a garden rat infestation. The Panel member reports that one commercial operator informed him that demand is currently so high he is unable to take on any more work through his website.
21. During the first UK lockdown in March 2020 due to the Coronavirus pandemic, 51% *of British Pest Control Association (BPCA) members reported an increase in rodent activity. In October 2020, 78% of pest controllers polled reported increased rat sightings, with 63% noting a rise in mouse-related incidents.⁸
22. There are a number of factors contributing to the rises, one of which is that milder winters are leading to increases in rodent populations. During lockdown people are

⁷ https://www.hartlepool.gov.uk/info/20049/pest_control/435/pest_control_service/2

⁸ <https://bpca.org.uk/News-and-Blog/pestaware-the-impact-of-lockdown-on-pest-control/267047>

spending more time at home and in their gardens, and are putting more food out for birds and other wildlife, which in turn attracts vermin. The most effective rodent control method is to remove food sources, water, and items that provide shelter.

23. Other issues include fly tipping, and bag slashing in back alleys. Household rubbish disposed of in bin bags creates a natural food source for rodents. Whilst in Middlesbrough there is a programme of baiting in the alleys, discarded food sources such as pizza boxes are far more attractive to the rodents than poisonous bait.
24. Middlesbrough Council previously had a contract with Northumbrian Water to bait the sewers but this is no longer in place. Northumbrian Water state that their responsibility is confined solely to their sewer network and their leaflet "Facts About Rodents"⁹ provides the following information:

"We are committed to working closely with local authorities and our customers to deal with rats.....

.....When we receive a report of a rodent sighting from a member of the public, we will advise the local authority so that it can consider surface baiting. We will carry out up to three cycles of rodent baiting in manholes within the affected area. A site visit will be carried out after each cycle of baiting to see whether any bait has been taken.

If any bait has been taken, we will re-bait the manholes. If after three cycles the bait is still being taken the matter will be referred to one of our technical support advisors to assess whether further investigation, or further baiting, is needed. If we find that the bait has not been taken, this would suggest that either the rodent activity is not sewer-based, or if it was, activity has now stopped. In either case, no further work would be carried out by ourselves."

25. During the last calendar year 2020-2021, Middlesbrough Council served 14 prosecution notices on private homeowners or private rented tenants in relation to pest nuisance.
26. Middlesbrough Council does not keep a record of requests for pest control services from residents and no formal complaints about the lack of this service have been received.

CONCLUSIONS

27. The scrutiny panel reached the following conclusions in respect of its investigation:

TERM OF REFERENCE A – To examine the Pest Control Services currently offered by Middlesbrough Council including the resources required to run the service and income achieved.

The Council has 70 commercial contracts across Middlesbrough which generates approximately £43K per annum. The Council also has a joint contract with Durham County Council for Thirteen

⁹ Facts About Rodents – Northumbrian Water Fact Sheet

Group and the income from this contract is approximately £95K. The income achieved from the Thirteen contract covers the Council's costs in terms of running the service.

TERM OF REFERENCE B – To establish the range and cost of pest control services provided by other Tees Valley Councils and local private operators.

The costs of pest control services offered by the Tees Valley Councils varies, ranging from a free service up to £83, depending on the type of pests and number of visits required. Commercial Operators' fees are similarly varied and appear generally more expensive.

TERM OF REFERENCE C – To consider whether expanding Middlesbrough Council's pest control services could provide an additional income stream to the Council.

Unlike the other four Tees Valley Authorities, Middlesbrough Council does not currently offer any pest control services to private residents. Anecdotal evidence gathered indicates that there is an increasing rodent problem in Middlesbrough. However, as the Council does not record service requests for pest control services from private residents, it is difficult to ascertain the extent of the problem or the likelihood of take-up of any such Council service by residents.

RECOMMENDATIONS

28. Following the submitted evidence, and based on the conclusions above, the Economic Development, Environment and Infrastructure Scrutiny Panel's recommendations for consideration by the Executive are as follows:

1. Consideration be given to Middlesbrough Council offering a low cost Pest Control Service to residential properties and whether this would provide an additional income stream to the service area.
2. Investigate whether an amount could be included within the Council Tax charge to provide a pest control service to private residents without any additional fee.
3. Promote educational messages about good house-keeping to prevent vermin infestations through the LoveMiddlesbrough magazine.

ACKNOWLEDGEMENTS

29. The Economic Development, Environment and Infrastructure Scrutiny Panel would like to thank the following for their assistance with its work:

G Field, Director, Environment and Community Services.
J Ingledew, Bereavement Services Manager, Redcar and Cleveland Borough Council.
D Lumsden, Pest Control Technician.
A Mace, Head of Environment Services.
P Shaw, Operations Manager, Recycling and Education.
A Wilson, Pest Control Technician.

BACKGROUND PAPERS

30. The following sources were consulted or referred to in preparing this report:

Informal meeting with Pest Control Technicians on 9 December 2020.

Minutes of the meeting of the EDEI Scrutiny Panel held on 16 December 2020.
British Pest Control Association website.
Citizens Advice website.
Darlington, Hartlepool, Redcar and Cleveland, Stockton on Tees Councils' websites.
Northumbrian Water Factsheet.

COUNCILLOR M SAUNDERS
- CHAIR OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE
SCRUTINY PANEL

The membership of the scrutiny panel is as follows:

Economic Development, Environment and Infrastructure Scrutiny Panel 2020-2021
Councillors M Saunders (Chair), B Hubbard, (Vice-Chair), R Arundale, D Branson, D Coupe,
T Furness, L Garvey, L Lewis, M Storey, S Walker

Contact Officer:

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Democratic Services
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MIDDLESBROUGH COUNCIL

Report of:	Andy Preston - The Mayor and Lead Member for Children’s Safeguarding, Adult Social Care and Public Protection Mark Adams - Director of Public Health
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Submitted to:	Executive - 27 May 2021
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Subject:	Final Report of the Health Scrutiny Panel - Opioid Dependency - What Happens Next? - Service Response
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Summary

Proposed decision(s)
That the Executive approves the service response, and accompanying action plan to Health Scrutiny Review: Opioid Dependency: What happens next?

Report for:	Key decision:	Confidential:	Is the report urgent?
Executive	No.	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
	Making Middlesbrough look and feel amazing.	Tackling crime and anti-social behaviour head on Creating positive perceptions of our town on a national basis.

Ward(s) affected
All

What is the purpose of this report?

1. The report provides the response, and accompanying action plan, to Health Scrutiny Review: Opioid Dependency: What happens next?

Why does this report require a Member decision?

2. There is a requirement for the Executive to formally consider the final reports of the Council’s scrutiny panels and agree departmental service responses and accompanying action plans.

Report Background

3. Opioids are drugs which come from opium poppies or which have been synthetically produced to mimic the poppy’s effects. That includes legal medicines like morphine and codeine, as well as the illegal drug heroin.
4. Middlesbrough has high levels of estimated drug misuse, 25.51 opiate and crack users per 1000 population, triple the national rate of 8.4 and is the highest in the country. (PHE, 2019)
5. The average age of drug related deaths in Middlesbrough is 38.2 years old. In comparison, average life expectancy is 76.2 years old.

6. During 2020/21 Health Scrutiny undertook a review to:

- To examine local opioid dependency rates
- To consider the commissioned services in place and level of resource currently invested by the local authority and partner agencies in reducing dependency in Middlesbrough
- To investigate the work undertaken by the local authority and partners to tackle opioid dependency
- To identify good practice and evidence based approaches that aim to support opioid tapering / pain management (including campaigns to increase people’s knowledge of the risks associated with prescribed opioids and over the counter medications)

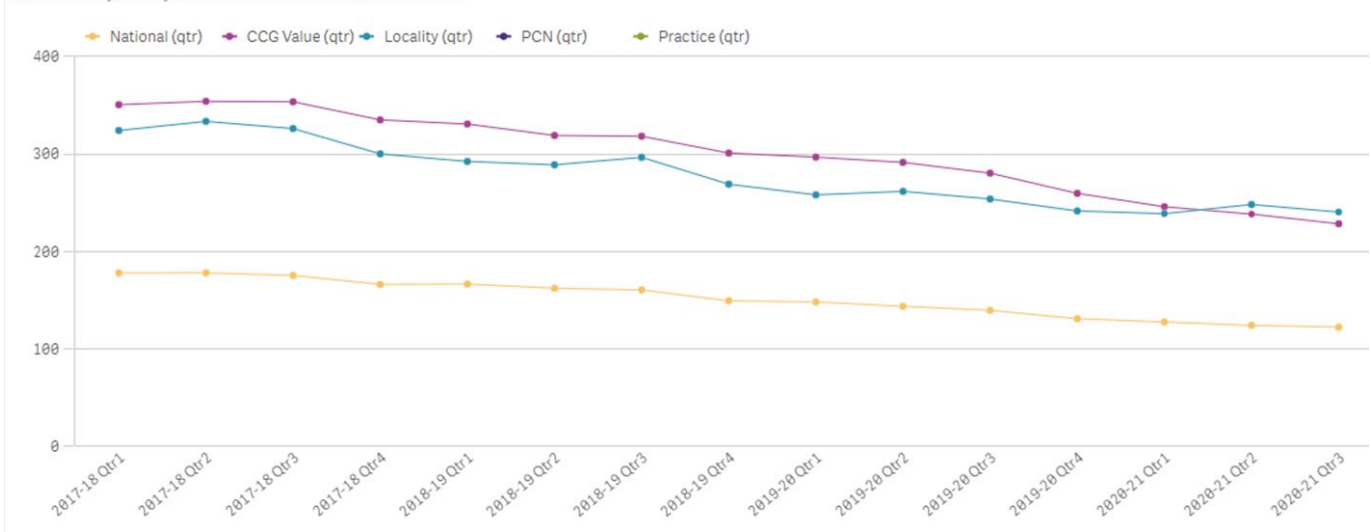
There is significant existing good practice within the town to address these issues including:

- The Preventing Drug Related Deaths post has conducted reviews of deaths and looked at patterns of drug use.
- Middlesbrough Council has taken part in Heroin and Crack Cocaine Action Area (HACAA) work with Cleveland Police
- An integrated service model has been developed to look at wider issues.
- Capital funding has been secured for Middlesbrough’s Alcohol Centre of Excellence (MACE) – Hall Gate depot building.
- Live Well Centre approach has been adopted.

Since 2017/18 there has been a reducing trend in opiate prescribing locally with the gap between local and national prescribing rates reducing over time.

Tees Valley Middlesbrough - Indicator Trend - High Dose Opiates Prescribing Volume (ADQ/1000 patients) - LPI90

Select a Locality, Primary Care Network or Practice to show trend lines



There are exciting opportunities to further address these issues through:

- Project ADDER (Executive paper submitted January 2021)
- Changing futures (Executive paper submitted April 2021)
- Partnership working across the health care system (As outlined in the action plan)

What decision(s) are being asked for?

7. That the Executive approves the response, and accompanying action plan Health Scrutiny Review: Opioid Dependency: What happens next?

Why is this being recommended?

8. The Health Scrutiny Review: Opioid Dependency: What happens next? report and subsequent action plan will be used to enhance wider action across partnerships to tackle addictions and associated vulnerabilities across Middlesbrough as part of a whole system response to this complex problem.

Other potential decisions and why these have not been recommended

9. No alternative decisions were considered as the recommendation by the Health Scrutiny Panel. Actions complement the work of project ADDER and the ambitions of partner agencies to tackle this agenda.

Impact(s) of recommended decision(s)

10. The Health Scrutiny report will support wider action around increasing tackling addictions. This will lead to prevention of and improved recovery from addictions and a reduction in drug related deaths.

The action plan will be implemented in partnership with wider Council colleagues, other statutory organisations including NHS Tees Valley CCG and TEWV.

Legal:

11. The proposed actions suggested by the service do not raise any issues in terms of legal implications. It is noted that in regards to recommendation A, it is simply a suggestion at this stage that ongoing conversations take place around the option of safe spaces in the future, and that any further steps would need careful consideration in line with the current legal status at that time.

Financial

12. Costs associated with the implementation of the plan have been budgeted for as part of the implementation of Middlesbrough integrated service model or; form part of a nationally funded delivery of Project ADDER or; have been met by partner agencies as outlined in the action plan.

Policy Framework

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

Equality and Diversity

14. Advice will be sought regarding requirements around an Equality Impact Assessment(s) for individual interventions as required. EIA level 1 has been completed for project ADDER and the Middlesbrough integrated service model. No negative implications for protected characteristics have been identified.

Risk

15. Risk logs are in place for project ADDER and the Middlesbrough integrated service model

Actions to be taken to implement the decision(s)

16. Progress on implementation of the identified actions will be provided.

Appendices

17. There are no appendices.

Background papers

Body	Report title	Date
Health Scrutiny	Health Scrutiny Panel Opioid Dependency: What happens next?	January 2021
Executive	Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) – external funding investment in a whole system approach to tackling drug misuse in Middlesbrough.	19 th January 2021
Executive	To provide an update on the Changing Futures funding opportunity.	13 th April 2021

Contact: Jonathan Bowden Advanced Public Health Practitioner
Email: Jonathan_Bowden@middlesbrough.gov.uk

**HEALTH SCRUTINY PANEL
OPIOID DEPENDENCY: WHAT HAPPENS NEXT? - ACTION PLAN**

27 MAY 2021

SCRUTINY RECOMMENDATION	PROPOSED ACTION	POST TITLE	BUDGET COST	TIMESCALE
<p>a) That the public health approach to drug dependence be continued and the benefits of introducing safe spaces in Middlesbrough for people to consume substances (drug consumption rooms) be further explored. Drug consumption rooms have been successfully used elsewhere in the world (including in Europe and in Canada) for approximately 16 years and no one has ever died of a drug overdose in any of these facilities. Middlesbrough could in the future be a pilot for the adoption of such an approach in the UK.</p>	<p>Proposed recommendation to explore a pilot of drug consumption rooms cannot accepted currently because there is no legal basis for this. If this changes then the Council would consider the potential for such a space in Middlesbrough.</p> <p>To assist this we will utilise our links with PHE colleagues an opportunities presented by project ADDER to ensure conversations continue to take place and explore future potential for Middlesbrough pilot within lifetime of project ADDER.</p>	<p>Mark Adams – DPH</p>		<p>N/A</p> <p>March 23</p>
<p>b) That the local authority writes to the government to request that it reconsiders national policy in respect of drug consumption rooms (DCRs). Given that DCRs are a provable harm reduction tool that reduces the risk of overdose, improves people health and lessens the damage and costs to society.</p>	<p>Not applicable. Scrutiny would be required to progress this via a motion at Full Council with support from officers on wording as required.</p>			<p>N/A</p>

<p>c) That a new capital funding bid for a 16-18 bedded detox and drug rehabilitation facility at Letitia House be submitted. Public health benefits and financial savings could be achieved when compared to the current costs of funding individual 7-10 day detox programmes out of area.</p>	<p>This action is no longer possible. NewWalk CIC have purchased Letitia house from the council.</p> <p>Alternative detox provision is being explored regionally and dedicated funding secured from PHE to enhance detox capacity in 2021/22. Regional pilot to be carried out in 21/22 to inform future approach.</p>	<p>Rachel Burns - Advanced practitioner</p>	<p>TBC</p>	<p>N/A</p> <p>June 21</p>
<p>d) That funding for the Heroin Assisted Treatment (HAT) programme be prioritised by partners in South Tees and the current level of investment continued for the foreseeable future.</p>	<p>Probation contribution secured on on-going basis</p> <p>Utilise Project ADDER funding to secure remaining costs (funding proposal has been submitted to cover from October 21- March 23)</p> <p>PCC contribution to be confirmed post May election</p>	<p>Jonathan - Advanced practitioner Bowden</p>	<p>TBC</p>	<p>Complete</p> <p>May 21</p> <p>May 21</p>
<p>e) That the local authority writes to the relevant Minister highlighting the success of the Heroin Assisted Treatment Programme (HAT) in Middlesbrough and how it is a demonstrably effective way of treating drug addiction.</p>	<p>Build in discussion to ADDER national board discussions at initial pilot end and follow up with formal letter from the Director of Public Health</p>	<p>Mark Adams - DPH</p>		<p>October 21</p>
<p>f) That the high quality drug treatment facilities available in Middlesbrough are recognised and that the town develops as a Recovery Orientated System of Care (ROSC) further.</p>	<p>This will be highlighted through project ADDER.</p> <p>Enhance recovery ambassadors and peer led programmes in our vulnerable persons' model and develop our own cohort of ambassadors/peer mentors</p>	<p>Jonathan Bowden- Advanced practitioner</p>		<p>March 22</p>

<p>g) That in an effort to reduce the stigma associated with drug dependency a proactive approach is undertaken to promote the town's vibrant recovery community. Middlesbrough is a town where recovery from drug dependency is possible, recognised and celebrated. The town has outstanding substance misuse treatment services and innovative harm reduction initiatives in place. Work needs to be undertaken to ensure Middlesbrough is recognised locally and nationally as a Recovery Town/City.</p>	<p>Recommencement of work (paused due to COVID) to secure recovery city status for Middlesbrough</p> <p>See also linked actions in f</p>	<p>Jonathan Bowden - Advanced practitioner</p>		<p>March 22</p>
<p>h) That in respect of the areas for improvement put forward by Tees, Esk and Wear Valley NHS Foundation Trust it is ensured that a number of measures are implemented including:-</p> <ul style="list-style-type: none"> • That quick and reliable access to specialist Substance Misuse support is made available to the Community Crisis Team, Crisis Assessment Suite and Inpatient wards • That Substance Misuse workers, Social Workers and other colleagues are included in the single point of access in Mental Health for joint triage/joint initial assessment • That Substance Misuse workers attend joint meetings, as arranged by TEWV, including formulation and pre-discharge • That Substance Misuse Services contribute to TEWV's co-produced 	<p>Following the successful NHSE Crisis Bids in 2021-2024 the below will be developed:</p> <p>TEWV has already budgeted to fund a Substance misuse team 3 x substance misuse workers to work across the Crisis assessment & triage team and home intensive teams which will be in place by October 2022. TEWV to recruit the substance misuse workers who will be part of the teams and involved in the referrals and joint assessments, meetings and huddles. For TEWV inpatient formulation/discharge planning meetings we need to ensure that we continue to send invites to (and have representation from) substance misuse. We need to reinvigorate this and will use the Dual Diagnosis</p>	<p>Elspeth Devanney- TEWV AMH service lead</p>	<p>Teww funded Tees Substance Misuse workers £139,959</p>	<p>October 22</p>

<p>Crisis management plans / Wellness Recovery Action Plans (WRAP)</p> <ul style="list-style-type: none"> • That a programme of joint clinics (Mental Health/Substance Misuse) to meet the needs of dual diagnosis patients be established • That the role of peer support workers across all organisations be increased • That prescribers in Substance Misuse services work with TEWV prescribers to ensure enhanced sharing of information • That cross fertilisation in terms of training for Substance Misuse and Mental Health workers be established 	<p>network as a forum to take this forward. To continue with monthly MDT huddles with staff from TEWV and substance misuse workers</p> <p>To Commence VSC contract for substance misuse</p> <p>To recruit a further 3x Peer support workers into the crisis team to work with substance misuse To have an identified prescriber in TEWV teams who liaise with their counterpart in locally commissioned Substance misuse team. The aim is to educate, share knowledge and skills within the team for Substance misuse and MH workers</p>	<p>Elsbeth Devanney-TEWV AMH service lead</p> <p>Elsbeth Devanney-TEWV AMH service lead</p>	<p>TEWV funded Peer support workers £84,557</p>	<p>December 22</p> <p>December 22</p>
<p>i) That pathways for young people at risk of drug dependency be developed and a way for those already dependent to access timely treatment provided.</p>	<p>A dedicated task and finish group has been established</p> <p>All provisional work has been completed in preparation for the launch of the Young Peoples Substance Misuse Service, monitoring and review to take place</p>	<p>Jo Russell – Health Improvement Specialist</p>		<p>Complete</p> <p>September 21</p>

j) That prescribing substitute treatment for those under 18 years be further explored and the preferred option piloted.	This applies to very small number of individuals and pathways are already in place to ensure this support is provided as needed,. Suggest no further action is required	N/A		N/A
k) That the Personal, Social, Health and Economic (PSHE) education delivered in Middlesbrough schools in respect of drugs and alcohol be reviewed by public health professionals to ensure our teachers and school leaders are equipped with the local knowledge they need to deliver an enhanced educational offer to our children and young people.	Good base line resources are in place and to be locally tailored Curriculum 4 Life CPD area to be available for school staff	Jo Russell-Health Improvement specialist		September 21
l) That support for children experiencing parental opiate dependence be commissioned and the number of children being reached and supported reported.	Through action i) children will be identified and engaged. Numbers will be part of routine monitoring on the new vulnerable persons model system going live form April 2021	Rachel Burns		September 21 Numbers to be reported at October 21 and March 22
m) That the best practice approaches adopted elsewhere in the UK in respect of opioid deprescribing for persistent non-cancer pain (for example, those put forward by Nottinghamshire Area Prescribing Committee) be taken up by Tees Valley CCG and promoted amongst Primary Care Networks (PCNs) in Middlesbrough.	Work is already underway to address and highlight the high levels of opioid prescribing in Middlesbrough GP practices. We have a pain management guideline available for prescribers https://medicines.necsu.nhs.uk/download/county-durham-tees-valley-primary-care-pain-management-guideline/ We also have a position statement on prescribing for persistent pain https://medicines.necsu.nhs.uk/downlo	Alastair Monk Medicines Optimisation Pharmacist- CCG		This is live now, and the resources are live on our NECS MO website. The resources will be reviewed when national updates become

	<p>ad/cdtv-apc-position-statement-prescribing-for-persistent-pain/</p> <p>Middlesbrough GP practices have also signed up to receive bi-monthly CROP (Campaign to reduce opioid prescribing) reports – as part of an initiative co-ordinated by the Academic Health Science Network</p> <p>In addition JCUH have introduced an opioid prescribing policy to ensure short course of opioid medication prescribed for patients post-surgery, are not continued unnecessarily by GP practices</p>			available
<p>n) That in 2021/22 GP lists in Middlesbrough be screened using the I-WOTCH inclusion and exclusion criteria to establish the number of patients who could benefit from education on opioids and managing chronic pain. Following identification an appropriate initiative be developed to target those patients. In order to ensure that prior to the outcome of the pharmacist led opioid and gabapentinoid reduction proposal early steps are taken to provide people with alternatives approaches to pain management.</p>	<p>Pharmacists employed by GP practices and PCNs across Middlesbrough took part in 2 opioid prescribing education sessions in December 2020.</p> <p>The 2 sessions were delivered by members of the IWOTCH team, which included Professor Sam Eldabe, consultant anaesthesiologist, from JCUH. Other presenters included Jane Shaw, Nurse pain specialist from JCUH, and Grace O’Kane, pain specialist pharmacist from JCUH.</p> <p>The pharmacist are now empowered to conduct their own opioid reduction clinics in practice, and prescribing of high dose opioid medication will be measured on an on-going basis over the next 6 months to assess further reductions in prescribing</p>	<p>Alastair Monk Medicines Optimisation Pharmacist- CCG</p>		<p>This live now, and work will continue throughout 2021 and into 2022</p>

<p>o) That if the opioid and gabapentinoid reduction programme currently being piloted proves successful TVCCG invests sufficient resources to ensure the programme is scaled-up and the number of patients prescribed strong opiates for chronic non-malignant (non-cancer) pain in Middlesbrough is reduced.</p>	<p>The CCG has already released funding to enable one day per week of the pain specialist pharmacist from JCUH to work in primary care supporting the practice based pharmacists in Middlesbrough (and the wider CCG). The role will hopefully develop in order for further education sessions to take place targeted at newly recruited practice pharmacists</p>	<p>Alastair Monk Medicines Optimisation Pharmacist- CCG</p>		<p>CCG funding has been agreed for the financial year 21/22, and support will be provided during this time</p>
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MIDDLESBROUGH COUNCIL

Final Report Health Scrutiny Panel

Opioid Dependency: What happens next?

CONTENTS

AIM OF THE SCRUTINY REVIEW	Page	3
TERMS OF REFERENCE	Page	3
BACKGROUND INFORMATION	Page	4
SUMMARY OF EVIDENCE		
Term of Reference A - local opioid dependency rates	Page	7
Term of Reference B - the commissioned services in place and level of resource currently invested	Page	12
Term of Reference C - work being undertaken to tackle dependency (Case Studies)	Page	20

Term of Reference D - good practice and evidence-based approaches that aim to support opioid tapering / pain management **Page 28**

Conclusions **Page 28**

Recommendations **Page 30**

Acknowledgments **Page 31**

Acronyms **Page 32**

AIM OF THE SCRUTINY REVIEW

1. To examine where we want to be in 5 years' time in terms of reducing opioid dependency and supporting people in Middlesbrough with opioid tapering / pain management.

MAYOR'S VISION

2. The scrutiny of this topic fits within the following priorities of the Mayor's Vision:
 - Making Middlesbrough look and feel amazing.
 - Tackling crime and anti-social behaviour head on – the ravages of drug addiction and its effects are destroying lives and communities and are killing parts of the town.
 - Creating positive perceptions of our town on a national basis.

COUNCIL'S THREE CORE OBJECTIVES

3. The scrutiny of this topic aligns with the Council's three core objectives as detailed in the Strategic Plan 2020-2023:
 - People - We will continue to promote the welfare of our children, young people and vulnerable adults and protect them from harm, abuse and neglect.
 - Place - We will transform our town centre, tackling crime and antisocial behaviour, improving accessibility, developing Centre Square as an iconic Tees Valley office, leisure and residential location, and creating other iconic spaces for digital, media and leisure businesses.
 - Business - We will create positive perceptions of our town on a national basis, improving our reputation, and attracting new investment, visitors and residents.

TERMS OF REFERENCE

4. The terms of reference, for the scrutiny panel's review, were as follows:
 - a) To examine local opioid dependency rates
 - b) To consider the commissioned services in place and level of resource currently invested by the local authority and partner agencies in reducing dependency in Middlesbrough
 - c) To investigate the work undertaken by the local authority and partners to tackle opioid dependency amongst:-
 - Women (case study)
 - Older opioid users (case study)
 - Residents living in deprived wards (case study)
 - d) To identify good practice and evidence based approaches that aim to support opioid tapering / pain management (including campaigns to increase people's knowledge of the risks associated with prescribed opioids and over the counter medications).

BACKGROUND INFORMATION

What are opioids?

5. Opioids are drugs which come from opium poppies or which have been synthetically produced to mimic the poppy's effects. That includes legal medicines like morphine and codeine, as well as the illegal drug heroin. Opium poppies have been used to ease pain and aid sleep for centuries. Today, they are still used by doctors to treat severe pain. They work by blocking the body's pain signals. They also produce the hormone dopamine, which creates the euphoric feeling of being "high".

Britain's most prescribed opioid drugs are:-

- co-codamol
- tramadol
- codeine
- co-dydramol
- dihydrocodeine
- oxycodone
- fentanyl

Why are they so dangerous?

6. Opioids are good at stopping pain in the short-term. But they are extremely addictive, and as the body builds up tolerance they become less effective at stopping pain. If they are not used properly, this can lead to a dangerous spiral, in which someone takes higher and higher doses as the drugs get less effective. However, coming off them is extremely unpleasant. It is easy to become trapped. If an opioid dosage is too high, breathing begins to slow – sometimes so much that it stops altogether.

An epidemic of opioid use

7. In February 2019, *The Sunday Times* published an investigation into Britain's rising number of opioid prescriptions, deaths and overdoses over the last 10 years. It found that around five people were dying from drugs every day. That includes deaths from heroin, as well as legal painkillers. Britain's poorest areas, such as Wales and the North, were the worst affected. Dr Andrew Green, of the British Medical Association, told the paper there was "no doubt" that the UK is experiencing an "epidemic of opioid use".
8. The director of the charity DrugWise told *The Sunday Times* that there is a "perfect storm" of GPs "under huge pressure" and an ageing population, meaning more patients complaining of chronic pain. "It is not surprising that more and more prescriptions are being written as demand increases." Tackling the crisis will involve finding alternative pain medicines, changing the amount of drugs prescribed and supervising patients more closely.

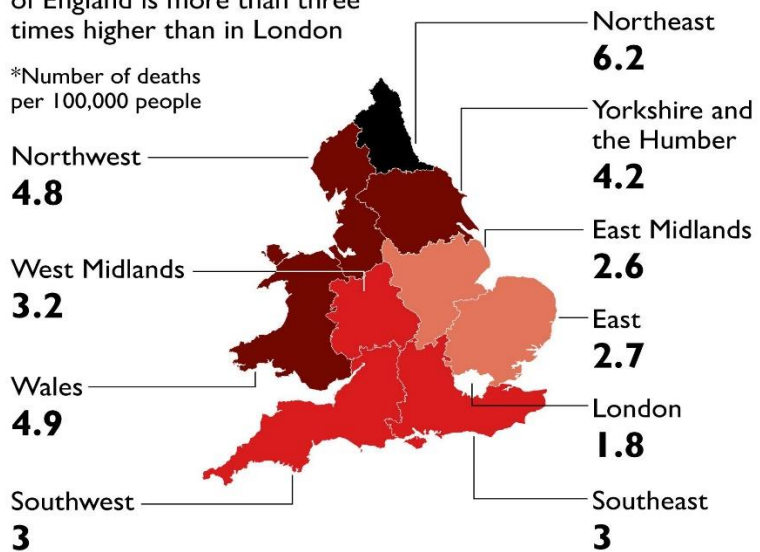
OPIOID PRESCRIBING BY AREA

- 1 Blackpool
- 2 St Helens
- 3 Lincolnshire East
- 4 Knowsley
- 5 Barnsley
- 6 Corby
- 7 Halton
- 8 Great Yarmouth and Waveney
- 9 Doncaster
- 10 South Tees

OPIOID DEATHS BY REGION

The death rate* in the northeast of England is more than three times higher than in London

*Number of deaths per 100,000 people



9. In addition to the challenges presented by high rates of prescribed opioids the use of illegal drugs including heroin continues to damage our local communities. In February 2020 Dame Carol Black published her independent review of drugs and a summary of the key findings are detailed below:-

- The illegal drugs market has long existed but has never caused greater harm to society than now. An estimated 3 million people took drugs in England and Wales last year, with around 300,000 using the most harmful drugs (opiates and/or crack cocaine). Drug deaths in 2018 were the highest on record (2,917). The increases have been primarily driven by deaths involving heroin, which have more than doubled since 2012.
- The UK has the highest number of rough sleepers dying on our streets from drug poisoning since records began. Huge geographical and socioeconomic inequalities lie beneath these trends, with entrenched drug use and premature deaths occurring disproportionately in deprived areas and in the north of the country.¹
- Much of the 'core' heroin population are entrenched users with increasingly severe and costly health problems, many of them cycling in and out of treatment services. The ageing of the heroin population and their length of drug use is a big factor in the record number of drug-related deaths.
- On a given day approximately 20,000 people, or nearly 1 in 4 prisoners, are detained because of offending related to their drug use, as opposed to being involved in supply. Long-term drug users are cycling in and out of our prisons, at great expense but very rarely achieving recovery or finding meaningful work.
- Dependency on prescription medicines is an emerging and worrying issue which requires greater attention from government.

¹ <https://www.gov.uk/government/publications/review-of-drugs-phase-one-report/review-of-drugs-summary>

10. On 20 January 2021 the Government announced a £148m investment in an intensive, whole system approach to tackling the problem of illegal drugs. In addition a further £28m of funding has been made available for 'Project ADDER' (Addiction, Diversion, Disruption, Enforcement and Recovery), which combines targeted and tougher policing with enhanced treatment and recovery services.

'Project ADDER will bring together partners including the police, local councils and health services, and run for 3 financial years in 5 areas with some of the highest rates of drug misuse: Blackpool, Hastings, **Middlesbrough**, Norwich and Swansea Bay.'²

11. Middlesbrough has the potential to access £4.8m of funding between 2020/21 and the end of March 2022. Over a period of just over two years, the project aims to deliver reductions in the:

- rate of drug-related deaths
- drug-related offending
- prevalence of drug use.

12. Proposed interventions to be funded through project ADDER are outlined in the interventions table attached in Appendix 1. In Middlesbrough they include a mixture of specialist posts, the majority of which will be employed by Middlesbrough Council, and aligned with the integrated service model for domestic abuse, homelessness/housing support and substance misuse; and delivery interventions.

13. The benefits of Project ADDER include:-

- The funding could help save lives and reduce our unacceptable drug-related deaths (DRD) rate, which is at the highest level on record. **This means that people are statistically more likely to die from a Drugs Related Death (DRD) in Middlesbrough than they are from a car/road-related death.** The latest Office for National Statistics report shows Middlesbrough's DRD rate is 16.3 deaths per 100,000 population, meaning that we have one of the highest rates in Europe. This is significantly higher than both the NE regional and national averages, which are 9.1 and 4.7 respectively.
- The enforcement element in particular will assist in tackling wider drug-related issues in the town. The project is likely to lead to approx. £1.95m per annum additional funding for the next two financial years, across the Council and Police Partners (depending on the ability of other areas to successfully deliver their plans, this could potentially be increased).
- It could benefit the forthcoming integrated service model which brings together domestic abuse, homelessness and substance misuse services from 1st April 2021 aiming to better address the complex vulnerabilities faced by some of our

² [£148 million to cut drugs crime - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/148-million-to-cut-drugs-crime)

residents. Project ADDER will help us to maximise the benefits of this new model with significant external investment in key areas of drugs support.

- Positive discussions have taken place with Police and healthcare partners regarding joint interventions and future partnership working.
- Breaking the cycle of addiction will prevent escalating needs in terms of future substance misuse service delivery, as well as the multitude of Local Authority and partner organisations' services that this will positively impact.
- Substance misuse impacts on a wide range of health outcomes and service provision, including demand on children's services, primary and secondary care, and adult social care. Improved outcomes in substance misuse will translate to further benefits across key areas of health and social care.
- Stakeholder consultation and co-production of ADDER and the associated interventions, including with the local service user community and 'experts by experience', will form a key part of the programme.
- Project ADDER supports the recent Middlesbrough Council Health Scrutiny Panel's examination of opioid dependency, which recommended that this topic was to become a long-term, standing agenda item due to its level of impact and complexity. Multiple partner organisations have been invited to the panel over the last year in order to promote a whole-system approach to tackling this 'wicked problem'.

SUMMARY OF EVIDENCE

TERM OF REFERENCE A – To examine local opioid dependency rates

14. Middlesbrough has high levels of estimated drug misuse, 25.51 opiate and crack users per 1000 population, triple the national rate of 8.4 and is the highest in the country. (PHE, 2019)
15. **The average age of drug related deaths in Middlesbrough is 38.2 years old.** In comparison, average life expectancy is 76.2 years old. The Middlesbrough wards with the highest Drug Related Death rates are: Central, Newport, Park, Longlands & Beechwood and Brambles & Thorntree.

Drug Related Deaths in the Tees Valley

16. For the period 2017-19 the drugs related death figures from the Office for National Statistics (ONS) for the Tees Valley show:-

MIDDLESBROUGH	STOCKTON-ON-TEES	REDCAR & CLEVELAND	HARTLEPOOL
60 DEATHS	57 DEATHS	40 DEATHS	39 DEATHS
16.3 RATE PER 100,000	10.1 RATE PER 100,000	11.0 RATE PER 100,000	15.5 RATE PER 100,000
RANKED 151th OUT OF 152 LOCAL AUTHORITIES	RANKED 140th OUT OF 152 LOCAL AUTHORITIES	RANKED 144th OUT OF 152 LOCAL AUTHORITIES	RANKED 150st OUT OF 152 LOCAL AUTHORITIES
NORTH EAST 9.1 RATE PER 100,000		ENGLAND 4.7 RATE PER 100,000	

Source: Office for National Statistics (2020)

Drug related Deaths, 2017-2019 in England (Public Health England)

17. Between 2008 and 2019 the most common drugs detected from Coroner Inquests into substance related deaths were heroin, alcohol, methadone, cocaine, mirtazapine, benzodiazepines, zopiclone and pregabalin.
18. In terms of the number of drugs detected post-mortem it is now increasingly common to see all of the above drugs in someone's system.
19. Teesside Coroner Inquest data shows that between 2008 and 2019 there was a notable increase in the number of drugs detected. In 2008-09 there were frequently 1-2 drugs detected. In 2019 a third of cases involved 5 or more drugs. There is a tendency for cannabis or nitrous oxide to be used by younger people. Drug related deaths are complex in nature, and often have multiple factors involved that may have contributed towards death. This can be not only due to the drugs consumed, but issues related to an individual's mental or physical health.
20. Middlesbrough currently has in treatment:
 - 1257 opiate users
 - 255 non-opiate users
 - 142 non-opiate and alcohol users
21. In terms the demographic of patients in treatment in Middlesbrough 72 per cent are males, with the highest numbers seen in the 30-39 age group. In addition 51 per cent of those in treatment have an identified mental health need.

Evidence from Foundations GP Medical Practice

22. Foundations GP medical practice in Middlesbrough is commissioned to provide a specialist prescribing service. The profile of patients at the practice is as follows:-

- Around 70% of referrals come via self- presentation.
- 47% are unemployed, with a further 28% long term sick.
- 17% are identified as having a housing issue or homeless.
- 20% are currently living with children (that we are aware of)
- 17% admit to buying illicit prescriptions
- 33% of opiate clients have been in treatment for six years or more.

23. The average age of patients registered at the practice is 38 years old and all have significant health problems, including a staggering increased prevalence of chronic health conditions:-

- Asthma 200 per cent above the national average
- COPD 225 per cent above the national average
- Mental health issues 193 per cent above the national average
- Palliative care 211 per cent above the national average.

24. All patients have also experienced a high prevalence of emotional trauma and no patient has not experienced some form of trauma. Physical wounds, as shown below, sustained through drug use further highlight the extremity of harm along with medieval levels of life expectancy.



25. Dr John Bye, GP at Foundations Medical Practice, Middlesbrough advised:-

This is a group of patients that do not often seek help and only at the point of crisis will they approach services for support. The prevalence of asthma and COPD are related to the drug use, as some drugs are smoked, which impacts on respiratory health. From a GP's perspective it cannot be stressed enough how often these patients do not seek help. It is also the case they are often very transient and will not, for example, return the next day for any follow up treatment. Efforts are always made to try and complete treatment immediately when people present.

26. The cost and availability of various substances locally is as follows:-

- Pregabalin is readily available, selling for around £10 for a strip of 7x 300mg tablets, or £50 for a box of 50. Tend to be counterfeit tablets.

- Gabapentin is not as readily available currently as Pregabalin, but this changes regularly. Gabapentin tends to be around £10 a strip of 500mg tablets and is usually diverted prescriptions.
- Zopiclone is cheap, it can be as little as £5 a strip and can vary in strength.
- Diazepam (£10) is in high demand but there are reports of an increase in counterfeit with reports of other tablets being dyed blue and sold on.
- Buprenorphine prices have risen again in the prison setting, some reports of up to £30 per tablet (previous high for branded Subutex was £60)
- Tramadol is still used widely, low cost and easy to get hold of.

27. A number of methods are used to source the various substances including family, friends, GP prescribing, internet, local dealers and social media. Complex issues can also arise where restrictions are imposed on prescribed substances, as a black market of those substances can develop, which are not quality controlled.

We Talk, They Die: A Call for Action

28. On 9 October 2019 the 'We Talk, They Die: A Call for Action' conference was held at the Jury's Inn in Middlesbrough. The event was organised by Foundations Medical Practice and a range of international and national harm reduction experts were in attendance to share their knowledge and expertise. The attendees included:-

- Ricardo Baptista Leite, Medical Doctor and Member of the Portuguese Parliament - For better or worse - decriminalisation of drug use: outcomes from Parliament.
- Jason Harwin, Deputy Chief Constable of Lincolnshire Police and National Police Chief Councils (NPCC) lead for Drugs - Harm reduction policing and the need for evidence based practice.
- Dr Magdalena Harris, London School of Hygiene Tropical Medicine - Harm Reduction: Listening to the experts to inform harm reduction.

29. A number of presentations were given to highlight the various approaches adopted to reduce drug related harm: -

- Portugal's decriminalisation of drugs highlighted the significant impact that could be achieved if legislative changes were to be introduced in the UK.
- Foundations Medical Practice launched a Heroin Assisted Treatment (HAT) Project, where people are given diamorphine twice a day under medical supervision. The scheme is part funded by the Police and Crime Commissioner (PCC) for Cleveland and is targeted at those for whom all other current treatment options have failed.
- Naloxone (opioid overdose drug) kits are being distributed by volunteers, who have all battled addiction as part of a Middlesbrough Peer Project.
- Checkpoint (an offender management programme that offers those eligible an alternative to prosecution) has been established in Durham Constabulary's force area. It provides an opportunity for individuals to tackle the underlying issues such as their mental health, alcohol and drug misuse and aims to improve the life chances of the participants. A similar scheme has been launched in Cleveland.

Portugal's health focused and harm reduction approach

30. In respect of the approaches introduced to tackle drug related harm some other countries have introduced decriminalised markets. **Portugal, for example, has taken a much more**

health focused approach, resulting in a reduction of drug use across the country and a huge reduction in drug related deaths.

31. In Portugal pre-2001 heroin was the main substance of problematic drug. Increases in reported drug-related deaths between 1991 and 1998 highlighted the public risk of injecting and the need for drug policy reform. **On 1 July 2001 Law 30/2000 was introduced which decriminalised drug possession, acquisition and consumption for personal use.**
32. Ricardo Baptista Leite, Medical Doctor and Member of the Portuguese Parliament advised:-
- Decriminalisation of drug use **did not increase drug use, drug-related crime or ‘drug tourism’ in Portugal**
 - **Decreases in HIV and overdose-related deaths** have been observed since 2001
 - Decriminalisation is **only part of the journey** – further work needs to be done on **stigma, safety and availability of other harm reduction initiatives**

Local Action

33. In terms of work undertaken by Public Health (South Tees) to tackle these issues locally the following measures have been implemented:-
- The Preventing Drug Related Deaths post has conducted reviews of deaths and looked at patterns of drug use.
 - Middlesbrough Council has taken part in Heroin and Crack Cocaine Action Area (HACAA) work with Cleveland Police
 - An integrated commissioning model has been developed to look at wider issues.
 - Capital funding has been secured for Middlesbrough’s Alcohol Centre of Excellence (MACE) – Hall Gate depot building.
 - Live Well Centre approach has been adopted.
34. Value for Money conservative estimates highlight a £3/4 saving on each £1 invested. In 2016/17 Public Health England (PHE) figures showed that £5m invested resulted in a £10m social / economic return.

Future Funding Opportunities – Changing Futures

35. On 10 December 2020 the Ministry of Housing, Communities and Local Government launched the ‘Changing Futures’ scheme – a £46 million programme, which aims to establish new, innovative and co-ordinated ways to better support vulnerable adults and particularly those facing entrenched disadvantage and trauma. The initial delivery period will be for two years in 2021/22 and 2022/23, with options to extend if more funding is available, including through local match funding. There is an expectation that local areas will be able to demonstrate plans to sustain a legacy of system change and improved working for adults experiencing multiple disadvantage beyond the initial programme period.
36. The prospectus for the ‘Changing Futures’ scheme invited expressions of interest from organisations such as councils, health bodies, police, probation services, voluntary and community sector organisations to form local partnerships. The planned timescale for the

mobilisation of the national 'Changing Futures' programme is:- 21 January 2021 deadline for Expressions of Interest (EOI's), February – shortlist of areas announced, March to April – Delivery Plan development and Spring – Year 2 delivery grants agreed, funding provided and delivery commences.

37. On 2 March 2021 the Council was advised that the South Tees partnership's EOI has been shortlisted by MHCLG. South Tees is one of 21 areas to have been successful at this stage with up to 15 being selected for the funding. By the end of April the partnership needs to develop and submit the following:-

- A costed delivery plan, meeting the core principle set out in the prospectus. This will include further information on our cohort and frontline delivery, and further information on wider system change goals.
- A theory of change, setting out how our delivery proposals will lead to improved outcomes at individual, service and system level
- Clear local governance arrangements and commitment from all the core partners set out in the prospectus.

38. To assist with this process, a development grant of £15,000 has been offered, which will provide dedicated co-ordination capacity on behalf of the partnership and enable the timescales to be met.

TERM OF REFERENCE B - To consider the commissioned services in place and level of resource currently invested by the local authority and partner agencies in reducing dependency in Middlesbrough

Middlesbrough Recovering Together (MRT)

39. Middlesbrough Recovering Together (MRT) is the local substance misuse model that aims to offer people seamless services as if delivered from a single provider. MRT has been delivering local substance misuse support since 1 October 2016, with three providers working in partnership:

Change, grow, live (CGL) (formerly CRi) provide the psychosocial treatment aspect of the model for both adults and young people, adopting a whole family approach wherever possible.

Foundations Medical Practice (formerly Fulcrum) is a specialist GP practice that provides primary care to people who are experiencing or at risk of social exclusion. The service operates over two sites: Acklam Road for substance users and violent/aggressive patients, and Harris Street for asylum seekers. Both have been rated 'outstanding' by the CQC. On behalf of Public Health, Middlesbrough Council they provided a clinical recovery service.

Recovery Connections (formerly Hope NE) are the provider of all recovery interventions and also deliver a twelve step-based, quasi-residential rehab model via their current building. There are a number of recovery activities delivered in the community such as the Collegiate Recovery Campus at Teesside University, Recovery Choir, community garden project, drop-in services, SMART Recovery groups and a range of health and wellbeing groups. There is emphasis placed on facilitating people into Mutual Aid (alcoholics

anonymous, narcotics anonymous, etc.). Recovery Connections is rated 'outstanding' by the CQC.

40. Representatives from all three organisations provided evidence and it was emphasised that the harms caused by the misuse of opioids and other drugs are far reaching and affect people's lives at every level:

- crime committed to fuel drug dependence;
- organised criminality,
- violence and exploitation;
- irreparable damage to families and individuals;
- negative impact on communities.

41. In public health terms it is the cumulative impact of the misuse of drugs and all of the surrounding issues that make it a wicked problem. The message that **you alone can recover but you cannot recover alone** was emphasised.

Evidence from Change, Grow, Live (CGL) - A Care Co-ordination Service

42. Access to the services provided by CGL is open entry and is available at a range of locations including the Live Well Centre and Foundations GP Medical Practice.

The service focuses on providing:-

- Care co-ordination of effective treatment pathways through collaboration with key stakeholders
- Person-led, holistic care planning and risk management
- Criminal Justice System support
- Family focussed approach
- Harm Minimisation service

43. Psychosocial interventions involve intervening in the psychology (thoughts/feelings) or the social (context/environment), which are tailored to the individual depending on needs.

For example:-

- Motivational Interviewing to address ambivalence about change
- CBA (Cognitive Behavioural Approaches) structured support around behavioural change
- Identifying and change thought process
- Education around Emotional management
- Relapse prevention to support sustainability
- Structured and Unstructured group work
- Family work
- Impact of parental substance misuse
- Social interventions e.g. SBNT (Social Behavioural Network Therapy)
- Enhancing recovery capital
- Developing social support for change

44. CGL also provide a young persons' service to offer specialist support for young people who are either using alcohol / drugs or are affected by someone else's alcohol / drug use.

Evidence from Foundations (GP Medical Practice) - Clinical Service

45. Daniel Ahmed, Clinical Partner at Foundations GP Practice made reference to a quote from Gabor Mate (a Canadian Physician known for his expertise on trauma, addiction, stress and childhood development). It sums up the stark reality of providing care to people who have become so dehumanised they no longer care if they live or die.

'My patients' addictions make every medical treatment encounter a challenge. Where else do you find people in such poor health and yet so averse to taking care of themselves or even to allow others to take care of them.'

46. To address the issue of opioid dependency a **health focussed harm reduction approach** is required. Such an approach is used all the time in everyday life, kids on skateboards, we don't stop them we provide them with helmets and pads, people jumping out of planes, we don't stop them they have training, a parachute. Harm reduction is normal, yet with drug use, we don't use all the tools we have available to reduce harm.

'We expect drug users to jump out of a plane without a parachute every time they use drugs.'

Evidence based approach:

47. The following health focussed harm reduction approaches were highlighted as best practice:-

- **Rapid access to treatment** - no wait times. Why, there is clear evidence that being in treatment protects lives.
- **Trauma informed approach** - A trauma informed approach, I am ok you are ok, we don't ask what's wrong with people but what's happened to people. We meet people with respect and love. We need to acknowledge that a path of often horrific life events have led people to need our support. We respect they may find it too difficult to express their thoughts and feelings about their trauma, that they have survived to this point.
- **Opiate substitute prescribing at optimal doses** - The strongest evidence base in all guidance for heroin use is substitute prescribing, the use of methadone/Buprenorphine within particular dose ranges is the number one protective factor in preserving life and providing stability in people who use opiates. Doses should be between 60mg to 120mg for maximum benefit. However, there is often a stigma attached to this, people are encouraged to reduce doses, the lower the dose the better, a moral value is attached to the dose that isn't applied in other areas of medicine. We do not draw breath when we need to take 500mg of paracetamol. A patient who requires insulin is not pressured into reducing the dose.
- **Heroin Assisted Treatment** - Heroin assisted treatment, a further treatment option with a global evidence base of effectiveness. Middlesbrough should be proud it supported the introduction of HAT, allowing treatment options for patients who have failed to benefit from front line treatment options. The rest of the UK treatment sector is in awe of Middlesbrough's HAT programme.

48. Danny Ahmed, Clinical Partner at Foundations GP Medical Practice advised that,

'Embracing a wider definition of recovery is critical in supporting people who use opiates.'

Recovery must be understood to have a multitude of outcomes:

49. Recovery is a journey and not an end point:-

- **Abstinence from substances** - Recovery has come to mean abstinence from substances. It has come to mean anybody who isn't abstinent from substances or requires medication has not recovered.
- **Stability on medication** - Recovery needs to be acknowledged as multi-faceted. Its right we have a treatment system that aspires to abstinence but not right that we have one that discounts people who have stabilised on medication as recovered.
- **Reduction in harmful behaviours** - It is not right that a reduction in harmful behaviours is not celebrated.
- **Defined by the individual** - It is not right that recovery is not defined by the individual.

'You can't recover if you're dead, right now people are dying.'

50. In order to reduce the number of drug related deaths a radical approach is needed, with the introduction of measures that directly impact the most vulnerable with evidence based solutions.

Evidence based solutions:

51. What works and what is needed:-

- **Introduce safe spaces for people to consume substances** - Safe spaces to use substances safely are widely used in Europe, Canada and Australia and have been for up to 16 years. **No one had ever died of a drug over dose in any of these facilities.**
- **Introduction of drug sampling** - Introducing drug sampling would allow those who use substances to ensure the substance is safe. Drug users do not want to die
- **Active drug users as part of the treatment system response** - Introducing active drug users to treatment service structures and treatment provision will allow services to reach those we don't currently and to engage them on the path to recovery. An example of this is Middlesbrough's peer to peer Naloxone programme

52. Photographs were shown, taken in areas of the town centre, although it was emphasised that this could be any town or city in the country. The photographs show human waste and discarded needles, works and crack pipes. This is the current state of play, this is how the most vulnerable people in our local communities who use drugs are currently living and using. We have a drug related death crisis and yet this, this is the place where some people are having to use. In 2019 a young lady had been found dead in this area and a young man died here last Christmas.



Heroin Assisted Treatment (HAT)

53. The Heroin Assisted Treatment (HAT) programme is based at Foundations GP Medical Practice, it is an evidence based intervention undertaken in partnership with the Police and Crime Commissioner (PCC) and Probation services. It involves a cohort of high volume users of emergency services, those committing the most crimes and those who have previously failed to engage in treatment. All of the clients involved in the programme attend twice a day to inject, 7 days a week and receive a full package of support from other relevant services. The programme has shown excellent early outcomes and all participants have terminated their use of street heroin.

54. The following feedback has been received from a Cleveland Police Officer in respect of the programme,

'I stopped a well-known offender in Middlesbrough recently. I've known him for 15 years and he's always wanted or a suspect. But this time he was neither. He told me he was taking part in Heroin Assisted Treatment, that the course was excellent and that it was working for him. He looked the best I had seen him in years. I couldn't believe the difference in him.'

55. At the time of presenting evidence it was advised that there were currently nine people involved in the scheme, with spaces for up to fifteen. Members expressed the view that they are very supportive of the initiative and keen to explore the possibility of expanding the scheme, as well as increasing their knowledge about Drug Consumption Rooms (DCRs). DCRs have been a part of the harm reduction movement within the substance use field since the mid 1980's with the first such facility opening in Bern, Switzerland in 1986. Of the 123 DCRs that are currently operational worldwide, the majority are based within Europe. Australia and Canada are the hosts to DCRs outside of Europe. Closer to home, discussions regarding establishing a DCR in both Dublin and Glasgow are ongoing.³

56. The aim of DCRs are as follows:

1. Reduce morbidity and mortality by providing a safe environment for more hygienic use and by training clients in safer use.
2. Seek to reduce drug use in public and improve public amenity in areas surrounding urban drug markets.
3. Promote access to social, health and drug treatment facilities.

³ Drug Consumption Rooms: A Welsh Response – Rob Barker Williams

4. Reduce the acute risks of disease transmission through unhygienic injecting, prevent drug-related overdose deaths and connect high-risk drug users with addiction treatment and other health and social services.
5. Contribute to a reduction in drug use in public places and the presence of discarded needles and other related public order problems linked with open drug scenes.

57. The point was made that at present the Home Office is not in favour of DCRs. Glasgow has openly requested a trial, however, to date the request has not been approved. Bristol has also recently set up some mock DCR's to demonstrate to the public what would be involved.



Evidence from Recovery Connections

58. Recovery Connections' in Middlesbrough provides the following services:-

- **Quasi Residential Rehab (QRR)** in Middlesbrough is one of the only free to enter rehabs in the country (8 flats). The CQC rated has rated it as Outstanding and a 12 step rehab programme is available for Middlesbrough residents who wish to complete an intense 6 month programme.
- **Community support** includes structured and recovery focused groups such as SMART and ACT peer recovery, as well as unstructured groups such as cooking and arts and crafts, which are designed to teach people skills and get people mixing with similar people aiming for similar goals.
- **Housing support** is also provided, mainly for people leaving rehab however there is some support available for people accessing community groups.
- **Young person's worker** is based at the Students Union at Teesside University 2 days per week, helping to support people in recovery to get into education and maintain attendance and work.
- **Trauma therapy** is mainly for people in rehab however therapists also work with people accessing community provision across MRT. Recovery connections has secured funding from the National Lottery to employ two full time trauma therapists adding value to the current treatment provision.

59. In terms of the offer provided at the Quasi Residential Rehab each individual signs a contract, which includes 12 weeks residential housing and 12 weeks supported peer housing, as well as help finding accommodation if required. Trained Coaches guide and support each person through the 12 steps programme and it's a very structured environment. Attendance at mutual aid, for example, narcotics anonymous / alcoholics

anonymous is also required. The ambassador programme is also of key importance and many of those involved in the centre have been living and breathing recovery for many years. **It is not the harm that is the focus but the good.**

60. Recovery Connections is also out in the community as much as possible in an effort to send out a positive message to the community about recovery. The coffee bike is an effective way of engaging with people in the street and each time the bike goes out staff from the organisation will engage approximately 40 people in a conversation about recovery.
61. Upon visiting Recovery Connections Quasi Residential Rehab facility on Marton Road it was evident that the offer provided is unique. In order for individuals to secure a rehab placement a significant amount of preparation is undertaken. A rehab admission panel assess the likelihood of an individual successfully completing the intense 6 month programme and there is currently a waiting list of 2-3 months to access the 8 bed facility. In terms of expanding the offer consideration has previously been given to providing a 16-18 bedded detox and drug rehabilitation facility at Letitia House in Middlesbrough. However, a bid by the Public Health Team to the Council's Capital Fund for £200,000 to fund the necessary structural changes was unsuccessful.
62. Currently, those with medical complications have to access in-patient detox facilities in Manchester and Leeds. The current cost to access a 7-10 day detox programme is approximately £25,000 per patient and is funded via the Public Health Grant. If a local detox facility was available that cost would reduce significantly and more patients could be supported using the funding available. Income could also be generated through placements commissioned by other bodies, as currently **there are no publically funded in-patient detox and drug rehabilitation facilities available elsewhere in the region.**

Budget reductions

63. In terms of the funding reductions **over the last seven years the Public Health budget that is used to fund substance misuse services in Middlesbrough has been cut by more than half, from approximately £6m per annum in 2014/5 to around £2.3m for 2020/21.** There is no longer a dedicated prevention budget, the ability to innovate has been reduced and the future of the **Hospital Intervention and Liaison Team (HILT)** remains uncertain. **There has also been a loss of specialist skills, knowledge and experience, as less capacity has resulted in an increase in more generic posts.**

Gaps

- The pain management clinic remains vastly oversubscribed.
- Recovery campus, first one in the world outside America, cohort is easy to dismiss, more palatable to prioritise other agenda, deeper understanding of the sources to restrict supply.
- Incredibly high stigmatization remains.

Next Steps

- The integrated model should bring numerous benefits.
- In making every contact count, respect is key, as is a restorative approach.

Longer Term Opportunities

- Collaboration with key partner organisations
- Pooled budgets.

Requests

- Commitment to continued investment

64. Public Health (South Tees) has a really good track record of securing external grant funding but there is a need for the real term cuts to be highlighted. Long term financial stability is needed to deliver and plan future service delivery.

65. The Heroin Assisted Treatment (HAT) programme is currently funded through a partnership arrangement using time limited funding, secured until October 2021. Additional funding is needed, as else there remains a risk that Middlesbrough could lose this innovative work. The Police and Crime Commissioner (PCC) elections are due to be held in May 2021 and there is a need to ensure PCC funding continues to be secured. A number of measures are needed:-

- Help to engage key partner organisations and stakeholders to tackle the issue collaboratively;
- Work collectively to tackle stigma;
- **Make Middlesbrough a Recovery City**

66. The point was also made that **the value for money evidence is clear and investing in prevention is a win win, it saves lives and saves families.**

67. Public Health is currently in the process of maximising value for money by commissioning **an integrated commissioning model**. This innovative approach will join up homeless services, domestic abuse services and substance misuse services to address the multiple, complex issues faced by vulnerable adults in Middlesbrough. **Building social capital and ensuring people have 'somewhere to live, something to do and someone to love'⁴ is of the utmost importance.**

⁴ Social capital is an important ingredient in the maintenance of physical and mental wellbeing. In 1990 Psychiatrist Sheldon Berrol noted that what is important to all of us is to have somewhere to live, something to do and someone to love.

TERM OF REFERENCE C – To investigate the work undertaken by the local authority and partners to tackle opioid dependency amongst:-

- **Women (case study)**
- **Older opioid users (case study)**
- **Residents living in deprived wards (case study)**

Evidence from Middlesbrough Community Safety Partnership

68. Middlesbrough Community Safety Partnership is a statutory body made up of representatives from the Police, Probation Service, Local Authority, Youth Offending Service and the Fire and Rescue Authority and it produces a community safety plan that is reviewed every two years.

69. The Community Safety Partnership plan identifies the following priorities:

Priority 1—Perceptions and Feeling Safe

- We will aim to better understand and improve the public perception of safety and crime in Middlesbrough
- Tackling crime and ASB head on

Priority 2 - Tackling the Root Causes

- Adverse Experiences
- Trauma Informed approach

Priority 3 - Locality Working, Inc. Town Centre

- Reconfigure relationships between statutory organisations and the community. Encouraging and supporting a collaborative approach and building capacity within the community. Create a safe town centre environment to live, work and visit

70. Neighbourhood Safety Wardens in Middlesbrough have a significant role to play in identifying and engaging with vulnerable people and referring to commissioned services. All of the Wardens carry naloxone kits, a drug that reverses the effects of an overdose. **By administering the drug the Wardens, who are also trained in first aid, have saved the lives of 9 people in Middlesbrough since December 2019.**

71. Wardens, who are also accredited by the Chief Constable of Cleveland Police, regularly gather intelligence and share information with the Police relating to drug dealing so that appropriate action can be taken. This has resulted in drug raids taking place in a number of local communities.

72. The Council's Officers also regularly build a portfolio of evidence to support an application to the courts for a house closure where there is evidence of ASB, crime and drug dealing from a property.

73. The following case studies detailing the support offered through a multi-agency approach were provided:-

2018 Example with Community Safety (Assertive Outreach)

S was homeless, sleeping on the street and begging in Middlesbrough town centre, he was a heroin user and wasn't engaging with any services. He had benefits in place however couldn't access them as he didn't have a fixed address for the bank card to be sent out to. S couldn't gain housing in Middlesbrough as he had "burnt his bridges" with all landlords.

10 weeks after S started to engage with the community safety team he was housed in temporary accommodation. He continued his engagement with the team and was offered a more permanent address with 2020 properties. He is now attending all of his Probation appointments and is now in receipt of Housing Benefit. His landlord have no complaints and have said he is *'doing well'*. He has held down his tenancy and pays his rent top up and he now has a bank card and can therefore easily access his benefits.

The team organised an assessment at CGL, which S attended, allowing him to be put on a methadone script. The team later supported him to attend Foundations and he states he hasn't used heroin since and is now feeling much healthier. He wanted to stop begging so the Town Centre Team arranged for him to start selling the Big Issue as long as he attends Recovery Connections once a week. He keeps out of the town centre and sells the Big Issue in the Linthorpe area.

S now feels ready for a DISC referral to support him into securing a permanent tenancy and he has asked the team if they can also help him look at his mental health once he has settled.

S has messaged the team on several occasions, here are some quotes

"Thanks, I wouldn't have been here if it was left to me, so thanks very much it means a lot"

"I wouldn't have known where to start without your support"

Example from November 2020 Town Centre Wardens

X

X had been homeless for 12 months when the Town Centre Wardens started to engage with him. He was a prolific beggar in the town centre and was sleeping in shop doorways within the main precinct area, which was of concern to town centre businesses. Although X had benefits in place, he was misusing substances which was the reason he was also begging. He had 'burnt bridges' with housing providers but he said he wanted to change and stop living like this.

After a number of calls and discussions with the Homeless Team eventually a landlord agreed to give X a tenancy and he was placed into a private rented property. X was supported to set up his Housing Benefit claim by the homelessness team.

A community award scheme was successfully applied for to provide him with white goods, household furniture and clothing.

X is continuing to work with the team, he has also started to sell the Big Issue and he is now ready to address his substance misuse and will be supported to make links with the relevant agencies for ongoing support. It is recognised that X still has a long way to go but he is making small steps in the right direction. Below is a quote from X

"Thank you, I wanna make changes and I wouldn't have been able to do this much without you"

74. Marion Walker, Head of Stronger Communities advised,

'People don't choose to live a challenging life, they often find themselves in a situation that gradually creeps up on them. Individual circumstances and life experiences can lead to people being in a certain environment that can lead to harmful behaviours. Every drug user is someone's brother, sister, mother, daughter, son and they deserve another chance and support to change their behavior when they are ready for it. If their behavior is causing harm to the community, they need to understand that that it is not acceptable and their actions will have consequences. Therefore enforcement does have a place too.'

75. It was also advised that **additional benefits would be derived from increased assertive outreach work to support people to make small, positive steps to changing behavior.**

Evidence from Cleveland Police

76. Following publication of the recent HM Inspectorate of Constabulary and Fire & Rescue Services report, which had highlighted serious concerns about Cleveland Police leaving vulnerable victims at risk the Chief Inspector advised that there has been a significant culture change within the force, particularly in respect of Police understanding around the vulnerability of drug users and how people become dependent. In 2019/20 Cleveland Police have also led on the Heroin and Crack Cocaine Action Area (HCCAA) project.

77. The Chief Inspector advised that streamlined processes for dealing with possession of drugs are currently being considered. For example, if an individual is stopped with a very small amounts of drugs but there is no risk of threat or harm, procedures to interview them on body worn cameras and submit a streamlined case file outside the court process could be introduced. At the same time the individual concerned would be referred to the relevant support agency or local authority to help them to address the issue rather than the case still being stuck in the court system three months down the line. As valuable visible police presence is being taken out by relatively low level offending.

78. Cleveland Police is also currently working with partners on trying to divert people from heading into the criminal justice system by offering rehabilitation - rather than putting them through short-term custody sentences for drug possession. Healthcare professionals are employed as part of the custody and diversion team and will assist individuals who have some sort of drug dependency whether it be to opioids or prescribed medications.

79. Cleveland Police's Neighbourhood Policing Team also host 'threat, risk and harm meetings' on a daily basis with partners including the local authority, local housing providers and fire & rescue services to discuss crime, anti-social behaviour (ASB) and vulnerability. Many of the issues discussed are linked to drugs and alcohol and the majority of incidents reported to the Police are rooted in these issues. At present there are a significant number of reports around street dealing and Cleveland Police will not tolerate dealers causing problems on the streets. The Police are working alongside the Council to close down troublesome properties

80. Cleveland Police have a number of harm reduction schemes in place including:-

- Divert schemes to divert people from the criminal prosecution system to rehabilitation
- Young engagement meetings
- New programmes to educate school aged children to deliver a holistic approach to the danger of drugs

Trends in Middlesbrough

81. In terms of the enforcement work undertaken by Cleveland Police this is currently yielding very little in terms of recovering Heroin. It would appear to be a generational change - Heroin is a dying drug in terms of the younger generation picking it up. However, **Cleveland Police have seen an increase in the misuse and abuse of prescribed drugs and drugs imported over the internet including tablets, painkillers and sleeping tablets.** People are also moving towards cocaine and crack cocaine.

Evidence from Tees, Esk and Wear Valley (TEWV) NHS Foundation Trust

82. Tees, Esk and Wear Valley (TEWV) NHS Foundation Trust is a provider of Mental Health and Learning Disability Services and is not commissioned to provide Substance Misuse Services or services related to primary Opiate dependence. In the course of providing Mental Health and Learning Disability Services TEWV provides help to persons with dual diagnosis. The definition of dual diagnosis is a co-existing mental health and alcohol and / or drug misuse problems.
83. In respect of the level of resources invested by TEWV in dual diagnosis regular mandatory training is provided to staff, a dedicated dual diagnosis lead has been appointed within the Trust and dual diagnosis link clinicians / link champions also work across a number of teams. In addition these practitioners work in partnership with the locally commissioned substance misuse services. A Mental Health and Substance Misuse network is also in place in Teesside and inpatient services / wards are often needed to provide detox for patients.
84. Dr Sinha, Clinical Director at TEWV advised that in terms of TEWV's experience of working with those addicted to opioids it's felt that:-

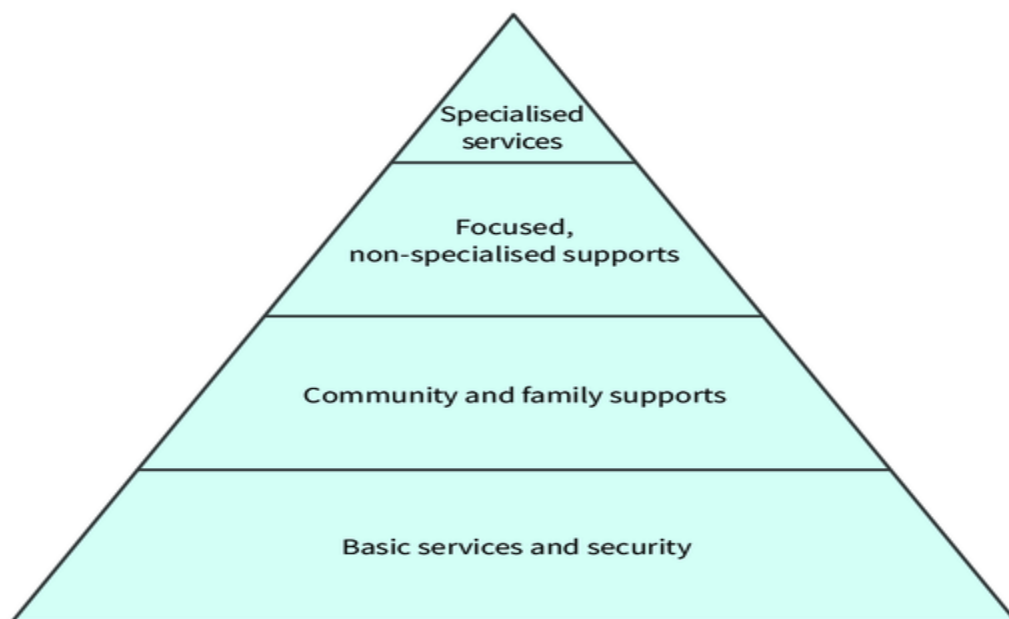
Difficulties are increasing (anecdotal reports) and getting the right help at the right time (in terms of helping an individual addicted to opioids) can be challenging. There is also an association with adverse outcomes including fatalities and the individual often faces a number of difficulties in addition to mental health and substance misuse including issues relating to finance, housing and physical medical conditions.

85. In terms of recent initiatives undertaken by TEWV a series of Rapid Process Improvement Workshops (RPIW) involving partner organisations have been held. Change, Grow, Live (CGL) were involved in Middlesbrough and TEWV has also initiated the Mental Health / Substance Misuse Network with other stakeholders. The crisis assessment suite at Roseberry Park receives support from the Substance Misuse services and joined up care is provided on site. It is hoped the training of inpatient staff in the use and distribution of Naloxone kits will also lead to a reduction in deaths linked to opiates.
86. With regard to TEWV's views on the impact of opioid dependency on children and young people in Middlesbrough, Dr Sinha, Clinical Director advised that colleagues in the field report that the number of young people physically dependent on opioids in Middlesbrough is small but growing. There are young people who are at risk of developing dependency and for those young people born substance dependent it impacts on their development. Young people in Middlesbrough are also impacted by parents and significant adults own opioid dependence.
87. TEWV put forward the following suggestions for interventions that are needed over the next 5 years to better support people in their recovery from opioid dependency:-

- Mental Health, Substance Misuse, Primary Care Networks (PCNs), Mental Health services especially Psychological interventions working jointly
- Quick and reliable access to specialist Substance Misuse help especially in Crisis, Crisis Assessment Suite and Inpatient wards

- Single point of access in Mental Health to include Substance Misuse workers for joint triage/joint initial assessment; also Social workers, other colleagues
- Substance Misuse workers to attend joint meetings like formulation, pre-discharge meetings
- Substance Misuse Services to contribute to TEWV's co-produced Crisis management plans / Wellness Recovery Action Plans (WRAP)
- Mental Health services to deliver joint clinics in Substance Misuse premises
- Role of peer support workers across organisations
- Prescribers in commissioned Substance Misuse services to work with TEWV prescribers (at times meds may be given by prescribers in different organisations like GP, Substance Misuse, Mental Health, Acute hospitals etc. with limited sharing of information)
- Pathways for young people at risk of dependency and a way for those already dependent to access timely treatment
- Prescribing substitute treatment for those under 18 years needs further exploring
- Cross fertilisation in terms of training for Substance Misuse and Mental Health services (to each other)

88. Reference was made to the four levels of interventions, as highlighted in the pictorial triangle below:-.



89. Level 4 is the base of the triangle and represents basic services and security, level 3 is the next tier and is defined as community and family support, tier 2 is focused on non-specialised support and the top tier relates to specialised services. The vast majority of people sit below the top tier but are still in need of support.

90. **One of the main issues is that currently the majority of resources invested are concentrated on the very acute services, which people are accessing at the point of crisis. There really needs to be a shift in that resource but one of the difficulties in achieving this is that support is still needed for those at crisis point whilst trying to stop the future flow.** Only through investment in the more preventative measures can there be any sort of solution in the long term. There is a definite willingness from the

different service providers to work more closely and capitalise on how, through closer integration, the system can perform better with the resources currently available to it.

Evidence from the North East Ambulance Service (NEAS)

91. Over the last three years NEAS has seen an increase in the number of overdose cases attended in the TS1-8 postcode areas; with 2019 being the last full year of data available. In 2017 the number of overdose cases attended was 982 and in 2019 this has risen to 1757. The term overdose has a very wide definition and may include both accidental and unintentional overdose of both prescription and illicit drugs. In terms of identifying patients who have probably taken an overdose of an opioid based drug, the use of Naloxone is a more accurate measure.
92. NEAS has documented 778 cases where Naloxone has been administered to a patient between January 2017 and the present day, with a significant increase (38 per cent) in usage between 2018 and 2019. This accounts for approximately 1 per cent of all face to face ambulance encounters in the same area.
93. During this time period the indications for the administration of Naloxone Hydrochloride have not changed and therefore it is reasonable to assume that NEAS has seen more cases of opioid toxicity. However, the figures in Middlesbrough broadly aligned with similar increases in the use of Naloxone throughout the North East and there is nothing to suggest in the data that Middlesbrough is a significant outlier.
94. There is some seasonal variation in the number of cases, with the summer months seeing greater number of cases than winter. However, with only 3 years' worth of data it is not a large enough sample to draw definitive conclusions.
95. The TS1 and TS3 postcodes have the highest usage of Naloxone in the Middlesbrough area. Whilst NEAS do not hold data on hospital admissions this increased activity has certainly resulted in more patients transported to hospital for overdoses, opioid and none opioid related. Demographic information held by NEAS is limited but the majority of patients who received Naloxone Hydrochloride are men and the largest age bracket is for those aged 31-40.
96. NEAS advised that there are two areas of practice from other parts of the world that are worthy of attention:
 1. Information sharing between ambulance services and other public health bodies.
 - In some communities, Ambulance services regularly share data with public health and law enforcement agencies to help community partners better understand when unexpected peaks are occurring and put plans in place to address them. This requires information sharing agreements and support from NHS commissioning colleagues but can provide a very useful early warning when a potentially fatal batch of drugs were in circulation.
 2. Within the US many law enforcement agencies have issued their officers with Naloxone kits, in order to provide immediate treatment model to patients.
 - This is being adopted by some police forces elsewhere in the UK.

TERM OF REFERENCE D – To identify good practice and evidence based approaches that aim to support opioid tapering / pain management (including campaigns to increase people’s knowledge of the risks associated with prescribed opioids and over the counter medications).

97. In September 2019 Public Health England published the Prescribed Medicine Review. The review highlighted that in the period 2017 to 2018, 11.5 million adults in England (26% of adult pop) received, and had dispensed, one or more prescriptions for any of the medicines within the scope of the review. The review included:-

- Antidepressants
- **Opioids**
- Gabapentinoids
- Benzodiazepines
- Z-drugs

98. The report highlighted that in the period 2017-2018 the rate of prescribing for antidepressants had increased from 15.8% of the adult population to 16.6% and for gabapentinoids from 2.9% to 3.3%. Annual prescriptions for opioid pain medicines had decreased slightly since 2016 but these figures vary throughout the country. It was noted that **opioid pain medicines and gabapentinoids have a strong association with deprivation**. The proportion of length of time of people receiving prescriptions continuously varies. **For all classes who had at least a year of prescriptions the figures increase with higher deprivation.**

Opioid use in the UK

- 28 million people in the UK living in chronic pain
- 5.6 million adults are on prescription opioids or 1 in 8 adults
- 500,000 people have been on opioids continually for more than 3 years
- 20 years ago there were 47 drug poisoning deaths in England and Wales involving 2 drugs codeine or tramadol, last year there was nearly 400 – a worrying trend
- Opioids are now so common people forget how powerful they are especially when they’re mixed with alcohol
- The use of prescription opioids is a major public health issue - it’s up there with heart disease and cancer

99. The data contained in the Prescribed Medicine Review suggests that most people who start prescriptions receive them for a short time. However, each month there is a group of patients who continue to receive a prescription for longer. **Benzodiazepines, Z-drugs, opioid pain medicines and gabapentinoids are associated with a risk of dependence and withdrawal**. Patients report harmful effects with stopping these medicines, which affect their well-being, personal, social and occupational functioning. These effects can last several months.

Addicted to Pain Killers

100. The Prescribed Medicine Review report (2019) details South Tees CCG and Hartlepool and Stockton (HaST) CCG's ranking compared to other CCG's across the

country. The ranking is highlighted, with "1" being the highest indicating higher prescribing rates per head of population and "195" being the lowest.

101. For South Tees CCG prescribing rankings for the following prescribed medicines are as follows:-

- Antidepressants - 2
- Opioid pain - 4
- Gabapentinoids - 2
- Benzodiazepines - 67
- Z-drugs - 143

102. Blackpool CCG is the only CCG with a lower ranking for the prescribing of opioid pain medicines and antidepressants.

CCG name	Antidepressants		Opioid pain		Gabapentinoids		Benzodiazepines		Z-drugs	
	Number with at least one dispensed prescription (2017/18) *	Rank within CCGs (1=highest 195=lowest) ***	Number with at least one dispensed prescription (2017/18) *	Rank within CCGs (1=highest 195=lowest) ***	Number with at least one dispensed prescription (2017/18) *	Rank within CCGs (1=highest 195=lowest) ***	Number with at least one dispensed prescription (2017/18) *	Rank within CCGs (1=highest 195=lowest) ***	Number with at least one dispensed prescription (2017/18) *	Rank within CCGs (1=highest 195=lowest) ***
HARTLEPOOL AND STOCKTON-ON-TEES CCG	46,657	15	37,819	21	11,402	15	5,304	170	2,078	195
SOUTH TEES CCG	49,884	2	41,326	4	13,228	2	7,228	67	4,208	143

103. In terms of the data for repeat prescriptions of the drugs over 12 months, again with ranking relative to other CCG's across the UK the figures for South Tees CCG are as follows:-

- Antidepressants - 35
- Opioid pain - 21
- Gabapentinoids - 23
- Benzodiazepines - 9
- Z-drugs - 1

How powerful is opioid pain medication?

- **Morphine (15mg) - equivalent to 13 co-codamol** (morphine a close relation to heroin) and is highly addictive
- **Codeine (30mg) is far more powerful than co-codamol** and patients may experience withdrawal symptoms
- **Oxycodone - equivalent to 75 codeine tablets** and is one of the most widely abused prescription opioids and has been implicated in thousands of US deaths
- **Diamorphine (30mg) - more commonly known as heroin**

- **Fentanyl** (75micro-grams/hour) – **equivalent to 338 co-codamol tablets (all of it in one little patch)** is usually given via a slow release skin patch
104. Views were invited from Middlesbrough residents in respect of their personal experiences of opioids and the following comments were received:-

“Painkillers are far too easily prescribed, but there is always the pressure from the patient as we have been programmed to believe that painkillers are the solution and the suggestion of the brain playing a part puts up people’s defences that someone is suggesting that ‘it is all in the head’ (believe me my pain was real).”

“Opioids are far too commonly prescribed, from codeine to morphine. From personal experience it is frightening how a seemingly harmless drug such as codeine can be so addictive.”

“The brain plays a massive part in pain and I think medical professionals are starting to focus more on this pathway, but it’s not easy because of the expectation that a painkiller is the answer.”

“I suffer with back spasms and was prescribed Tramadol. I hated them. I’ve never taken anything like that before and couldn’t function on them. I took 3 doses and decided they weren’t for me. For nearly four years my back went into spasm approximately every six weeks and I mainly relied on ibuprofen & co-codamol.”

“I’ve had great success with a physio (I’ve tried acupuncture and 3 other physio before) who looked at the root of my pain and didn’t believe that painkillers are always the answer. He identified that my brain and nervous system has become over sensitised from an initial injury and described how I needed to retrain the signals from my brain to my back (there are some great books on this too).”

An opioid and gabapentinoid reduction programme

105. In October 2019 Professor Eldabe, Consultant Anaesthetist at South Tees NHS Foundation Trust (ST NHS FT), Associate Professor Sandhu, University of Warwick, G O’Kane, Specialist Pain Management Pharmacist, ST NHS FT) and A Monk, Medicines Optimisation Pharmacist, North of England Commissioning Support (NECS) submitted a proposals to pilot a pharmacist-led opioid and gabapentinoid reduction programme within South Tees CCG, Hartlepool and Stockton-On-Tees CCG and Darlington CCG, based on the **I-WOTCH** (Improving the **W**ellBeing of people with **O**pioid Treated **CH**ronic pain) model.
106. In terms of background information the proposal highlighted that nearly eight million people (15 per cent) in England have moderate to severe chronic non-malignant pain. The condition has a major impact on the wellbeing and productivity of those affected with its

prevalence reported to be higher among older people and those from socio-economically deprived areas. The common disorders contributing to this epidemic include low back pain, neck pain, osteoarthritis, neuropathic pain, fibromyalgia, chronic widespread pain and post-surgical pain. **This is also limited data supporting the effectiveness of long-term strong opioids for chronic non-malignant pain. Adverse effects often outweigh the benefits of long-term opioid treatment on pain.**

107. A summary of the pharmacist led opioid and gabapentinoid reduction proposal is detailed below:

There is an international epidemic of opioid prescribing for chronic non-malignant (non cancer) pain. Gabapentinoid prescribing is also high, despite questionable efficacy.

South Tees CCG and Hartlepool & Stockton CCG are two of the highest opioid and gabapentinoid prescribing areas in the region. Prescribing volumes are higher than the national average. Recent data shows drugs drug-related deaths in Middlesbrough, Stockton-On-Tees, Redcar & Cleveland and Hartlepool are higher than the North East and England average.

There is a need to address the high opioid and gabapentinoid prescribing volumes in North East England, particularly within South Tees CCG, Hartlepool & Stockton CCG and Darlington CCG. **There is little evidence to suggest that there are any existing pathways specific to people with opioid treated chronic non-malignant pain.** Working with practice pharmacists in primary care we would like to adopt the I-WOTCH model to deliver an opioid and gabapentinoid education and reduction programme within GP practices. We propose that we pilot the programme for 2 years. If the pilot is successful we plan to up-scale the programme and deliver it across the region.

The I-WOTCH model

108. The I-WOTCH model is designed to assist people with long standing pain to engage in reducing their opioids without fear of pain or relapse. It consists of three days of self-management intervention jointly led by a clinical and lay facilitator plus one-to-one support from the nurse (face to face and telephone) to support tapering of opioid medication. The clinical facilitators receive 3 days of training prior to delivering the programme. A key role of the clinical facilitator is to generate motivation.

The outline of the I-WOTCH structure is as follows:-

- **Week 1: I-WOTCH Day 1:** One-to-one consultation with specialist nurse. Jointly agreed withdrawal treatment plan. Education on living and dealing with pain.
- **Week 2: I-WOTCH DAY 2:** Goal setting, discussing barriers to change
- **Week 3: I-WOTCH DAY 3:** Managing communications and relationships
- **Week 4 to 6:** Up to two telephone consultations
- **Week 7 to 10:** One-to-one consultation with specialist nurse.

The aim of the intervention is complete withdrawal from opioids over ten weeks.

109. In 2019 71 GP Practices in the North East took part in the I-WOTCH trial. GP lists were screened using the I-WOTCH inclusion and exclusion criteria and **10,000 people were deemed eligible to take part in trial.** Of those 10,000 people, 228 were successfully

randomised into the trial. **This leaves 9772 patients who could benefit from education on opioids and managing chronic pain.**

Evidence from Tees Valley CCG

110. Tees Valley CCG is extremely mindful of the current issues in relation to both high levels of opioid medication prescribing and the high levels of drug related deaths in Middlesbrough, as well as in the Tees Valley in general. The CCG is engaging actively with local authority partners, in particular the Tees Preventing Drug Related Deaths Co-ordinator; the pain clinic at James Cook Hospital, in particular Professor Eldabe and his team; and local GP practices, in order to raise awareness amongst all clinicians of high levels of opioid prescribing in the Tees Valley.
111. The CCG's Medicines Optimisation practice team is working with GP practices to assist in the identification of patients on particularly high doses of opioid medication. There is a wide variation in both volume and cost of opioid prescribing by GP practices throughout Middlesbrough. Although the overall trend is decreasing it is acknowledged that **Middlesbrough practices are still prescribing at more than double the volume of opioid medication when compared with the national average.**
112. During 2019/20 and continuing into 2020/21, the CCG is focusing on how it can assist GP practices to reduce inappropriate prescribing of high dose opioid medication to Middlesbrough's population.
113. The CCG is working closely with South Tees Hospital NHS Foundation Trust (STHFT) to highlight current high levels of opioid prescribing in primary care. The Trust is working to both limit the number of patients commencing opioid therapy, but also assisting patients who needed to reduce their doses of opioid medication.
114. There is a dedicated opioid reduction clinic at James Cook University Hospital (JCUH), operating as part of Prof Eldabe's team, where a specialist Pharmacist is able to consult with patients referred by GP practices. Work has progressed on an opioid specific discharge protocol in order to limit the amount of opioid medication being given to patients on discharge from hospital. Clearer advice is included for patients in order to ensure they do not ask for further medication, unnecessarily, from their GP.
115. CCG led initiatives include:-
- The CCG medicines optimisation team are assisting practices in identifying high dose opioid patients and highlighting these patients to prescribers. GPs are then able to initiate reduction programmes in appropriate patients, ideally using a structured reduction programme of gradually decreasing doses. More complex patients are able to be referred to the Trust clinic.
 - South Tees CCG is taking part in the CROP (Campaign to Reduce Opioid Prescribing) initiative. This initiative is being co-ordinated by the Academic Health Science Network (AHSN), on behalf of all CCGs in the North East & North Cumbria. The initiative consists of specific practice information being sent to practices every 2 months, commencing in April 2020.

The report contains:-

- details of practice opioid prescribing
- where the practice featured compared to all practices
- age and gender information related to opioid prescribing
- national resource's to assist prescribers in reducing the prescribing of opioid medication

116. Additional patient focused work will take place in 2020/21, when pharmacist led community opioid/gabapentinoid reduction clinics will be established, operating at Primary Care Network (PCN) level. The CCG is currently funding a pilot, which involves the education of 5 Pharmacists to deliver a series of structured patient level opioid reduction interventions in a primary care setting.

117. Nottingham Clinical Commissioning Group's Area Prescribing Committee has recently produced a number of resources in respect of opioid dependency for both clinicians (Appendix 2) and patients (Appendix 3). These resources highlight a number of best practice initiatives and key messages in relation to the deprescribing of opioids.

CONCLUSIONS

118. Based on the evidence, given throughout the investigation, the scrutiny panel concluded that:

Terms of Reference A – Local opioid dependency rates:-

119. It is evident that in addition to the challenges presented by high rates of prescribed opioids the use of illegal drugs including heroin continues to harm our town. The level of drug-related deaths in Middlesbrough, which is at the highest level on record, is unacceptable. The latest Office for National Statistics report shows Middlesbrough's Drugs Related Death (DRD) rate is 16.3 deaths per 100,000 population, meaning that we have one of the highest rates in Europe. People are more likely to die from a DRD in Middlesbrough than they are from a car/road related death and this cannot be allowed to continue. A health focused harm reduction approach to drug dependency is needed. People can't recover if they are dead and right now people in Middlesbrough are dying, in record numbers, from drug related deaths.

120. The harms caused by the misuse of opioids and other drugs in Middlesbrough are far reaching and affect people's lives at every level; crime committed to fuel drug dependence, organised criminality, violence and exploitation and the negative impact on communities. In public health terms it is the cumulative impact of the misuse of drugs and all of the surrounding issues that make it a 'wicked' problem. Not only is the death rate high but the harm caused to individuals, families and the wider community is irreparable. The average age of those dying is under 40, these are young people in our town with complex vulnerabilities, many of whom have experienced adverse childhood experiences and physical / emotional trauma. In addition the impact of parental drug misuse on children is another huge area of concern. The estimated number of children who live with adult opiate users by gender of the opiate user were calculated by Liverpool John Moores University in 2014/15 (latest data available). In the North East the estimated number of children living with female opiate users is 3,039 and the number of children living with male opiate users is 5,442. Supporting people to overcome addiction whilst keeping children in their care safe from harm is paramount. The panel is keen to ensure those children in Middlesbrough living with an adult opiate user receive the necessary support they require.

121. The stark reality of providing care to people who have become so dehumanised they no longer care if they live or die was captured by a Middlesbrough Clinician when he referenced Gabor Mate (a Canadian Physician known for his expertise on trauma, addiction, stress and childhood development) 'My patients' addictions make every medical treatment encounter a challenge. Where else do you find people in such poor health and yet so averse to taking care of themselves or even to allow others to take care of them.' There remains a stigma associated with drug dependency and this issue needs to be addressed. Building social capital and ensuring people have 'somewhere to live, something to do and someone to love' is of the utmost importance.

Terms of Reference B - Level of resource invested:-

122. Drug treatment services in Middlesbrough are rated Outstanding by the CQC and a number of innovative approaches to harm reduction are in place including the Heroin Assisted Treatment (HAT) program and Quasi Residential Rehab (QRR) offered by Recovery Connections. However, over the last seven years the Public Health budget used to fund substance misuse services in Middlesbrough has been cut by half, from approximately £6m per annum in 2014/15 to around £2.3m for 2020/21. In response Public Health (South Tees) is maximising value for money by commissioning an integrated vulnerable persons service model, which will come into effect on 1 April 2021. This innovative approach will join up homeless services, domestic abuse services and substance misuse services to address the multiple, complex issues faced by vulnerable adults in Middlesbrough.

123. The impact of austerity on drug treatment services nationally has been palpable and locally it has included the temporary loss of the Hospital Intervention and Liaison Team (HILT), deletion of a dedicated prevention budget, loss of specialist skills, less capacity, an increase in more generic posts and a reduction in the ability to innovate. Dame Carol Smith, in her independent review of drugs, published in February 2020 concluded that a prolonged shortage of funding has resulted in a loss of skills, expertise and capacity from this sector and that investment was vital. The Government's announcement on 20 January 2021 to invest £28m of funding in Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery), combining targeted and tougher policing with enhanced treatment and recovery services is therefore hugely welcomed. The potential for Middlesbrough to access £4.8m of funding between 2020/21 and the end of March 2022 is key to helping reduce the rate of drug-related deaths, drug-related offending and the prevalence of drug use in our town.

124. The interventions funded via Project ADDER will include specialist assertive outreach and engagement provision (including Young People's engagement workers to act on County Lines intelligence) an additional specialist role in the HILT, development of a local service dedicated to cocaine and recreational drugs treatment, enhanced local naloxone programme, development of a dedicated substance misuse secondary housing pathway provision, creation of a recovery house and bespoke 'jobs, friends and houses' approach and establishment a local drug-driving scheme, as well as an enhancement of the existing DIVERT scheme. Collectively these intensive measures will help to reduce drug related deaths over the next two years.

125. The Heroin Assisted Treatment (HAT) programme, initially funded through a partnership arrangement with the Police and Crime Commissioner (PCC), until October 2021 has also been secured for a second year via the Durham Tees Valley Community

Rehabilitation Company. In addition there is potential to secure additional funding via the of Housing, Communities and Local Government's (MHCLG) recently launched 'Changing Futures' scheme – a £46m programme to better support vulnerable adults and particularly those facing entrenched disadvantage and trauma. Expressions of interest were invited from organisations such as councils, health bodies, police, probation services, voluntary and community sector organisations to form local partnerships. South Tees (Public Health) have led on a local bid and if successful the initial delivery period will be for two years 2021/22 and 2022/23, again this initiative will further enhance the work facilitated via Project ADDER.

Terms of Reference C – work undertaken by the local authority and partners

126. It is evident that people don't choose to live a challenging life, they often find themselves in a situation that gradually creeps up on them. Individual circumstances and life experiences can lead to people being in a certain environment that can lead to harmful behaviours. Every drug user is someone's brother, sister, mother, daughter, son and they deserve another chance and support to change their behaviour when they are ready for it. Equally, if their behaviour is causing harm to the community they need to understand that it is not acceptable and their actions will have consequences.
127. There has been an emphasis on recovery throughout this review and the fact that recovery is a journey and not necessarily a one way street or one that involves complete abstinence from all substances. There also needs to be an acceptance that it is not a case of either or in terms of a adopting a health approach or labeling drug misuse as a purely criminal issue. Recovery from drug dependency is a long process, there is no quick fix and the issues faced by those experiencing these issues are complex. Recovery from the COVID-19 pandemic is currently being widely discussed nationally and building back better, addressing the stark health inequalities exposed by the pandemic are fundamental components of the Council's Strategic Plan 2021-24. Supporting people in their recovery from drug dependency needs to form part of this plan.
128. Recovery provides hope and Dr. Day (Government appointed national Recovery Champion for drug dependence) states, 'Addiction is often rooted in pain, and two key themes are important in overcoming and managing it. Firstly there must be hope, a promise that things can and do change, that today is not the way it will always be. Secondly there must be a search for meaning, purpose and direction in one's life. Recovery is a reality: it can and does happen. The creation of a 'Recovery Orientated System of Care' (ROSC) offers the best chance of helping people move out of addiction. The Health Scrutiny Panel is keen for Middlesbrough to become a Recovery City and be viewed as a lead in delivering a ROSC in the UK.
129. There are concerns that anecdotally health colleagues have reported the number of young people dependent on opioids in Middlesbrough is small but growing and improved pathways for young people at risk of dependency are needed; substitute prescribing for those under 18 need further exploring. Dependence on drugs usually has its roots in the first 25 years of life. In the USA academic institutions have begun to create programs designed to support the recovering student and to increase access to treatment for the student still in active addiction. The first attempt to create something similar in the UK has recently started at Teesside University.

130. The evidence suggests that substance use before the age of 20 is usually a symptom of wider problems, and dependence has rarely developed at this point. Effective intervention could therefore potentially lead to a very different life path, but may need to include a variety of elements beyond a focus on substance use: trauma-focused care, treatment of mental health issues, social and educational support, criminal justice diversion interventions.⁵
131. Moving recovery upstream has been an important consideration throughout this review and it has been acknowledged by Health partners that one of the main issues is that currently the majority of resources are concentrated on the very acute services, which people are accessing at the point of crisis. There really needs to be a shift in that resource but one of the difficulties in achieving this is that support is still needed for those at crisis point whilst still trying to stop the future flow.
132. **One of the positive interventions that has been referenced throughout the review has been the use of Naloxone, an opioid reversal drug. Naloxone is already carried by Middlesbrough Neighbourhood Safety Wardens, who through administering the drug, have used it to save the lives of 9 people since December 2019. The funding allocated via Project ADDER will enable a Police Naloxone Pilot to be introduced and increased nasal Naloxone kits to be provided throughout the town.**

Terms of Reference D – opioid tapering / pain management

133. The prescribed medicines review published by Public Health England in September 2019 highlighted that 11.5 million adults in England (26 per cent of the Adult Population) received and had dispensed one of more prescriptions for any of the medicines within the scope of the review; Antidepressants, Opioids, Gabapentinoids, Benzodiazepines and Z-drugs. It was noted that opioid pain medicines and gabapentinoids have a strong association with deprivation. In 2019 South Tees CCG ranked 2nd highest for number of patients prescribed antidepressants, 4th highest for number of patients prescribed opioid pain medication and 2nd highest for number of patients prescribed gabapentinoids out of 195 CCGs.
134. Middlesbrough GP practices are prescribing at more than double the volume of opioid medication when compared with the national average. There is also limited data supporting the effectiveness of long-term strong opioids for chronic non-malignant (non-cancer) pain. Adverse effects often outweigh the benefits of long-term opioid treatment on pain. This long term dependency on prescribed opioids is often a hidden problem that affects people's quality of life and people need clinical support in order to reduce their doses of opioid medication. Although there is a dedicated pain management clinic at James Cook University Hospital this remains vastly oversubscribed. The development of the I-WOTCH model intervention is welcomed and community opioid/gabapentinoid reduction clinics are set to be established at Primary Care Network (PCN) level. However, this is very much at a pilot stage and up until very recently there has been little evidence to suggest any pathways specific to people with opioid treated chronic non-malignant pain (chronic pain not related to cancer). Dame Carol Black concluded in her review in 2020 that dependency on prescription medicines is an emerging and worrying issue which requires

⁵ UK Government Recovery Champion – Annual Report – January 2021

greater attention from government. It is certainly an issue that requires greater attention locally.

135. Throughout this review the Health Scrutiny Panel has received significant input from the front line, as well as undertaken visits to Foundations Medical Practice, and the Quasi Residential Rehab unit ran by Recovery Connections. The Panel has captured a snap shot of people's experiences of drug dependency. However, the harm reduction experts dealing with these issues are seeing it day in, day out and not only are they highly qualified, they have the practical experience to know what works. The panel fully supports their suggestion and recommendations, as captured throughout this review.

RECOMMENDATIONS

Based on the evidence presented the Health Scrutiny Panel recommends:

- a) That the public health approach to drug dependence be continued and the benefits of introducing safe spaces in Middlesbrough for people to consume substances (drug consumption rooms) be further explored. Drug consumption rooms have been successfully used elsewhere in the world (including in Europe and in Canada) for approximately 16 years and no one has ever died of a drug overdose in any of these facilities. Middlesbrough could in the future be a pilot for the adoption of such an approach in the UK.
- b) That a new capital funding bid for a 16-18 bedded detox and drug rehabilitation facility at Letitia House be submitted. Public health benefits and financial savings could be achieved when compared to the current costs of funding individual 7-10 day detox programmes out of area.
- c) That funding for the Heroin Assisted Treatment (HAT) programme be prioritised by partners in South Tees and the current level of investment continued for the foreseeable future.
- d) That the local authority write to the relevant Minister highlighting the success of the Heroin Assisted Treatment Programme (HAT) in Middlesbrough and how it is a demonstrably effective way of treating drug addiction.
- e) That the high quality drug treatment facilities available in Middlesbrough are recognised and that the town further develops as a Recovery Orientated System of Care (ROSC).
- f) That in an effort to reduce the stigma associated with drug dependency a proactive approach is undertaken to promote the town's vibrant recovery community. Middlesbrough is a town where recovery from drug dependency is possible, recognised and celebrated. The town has outstanding substance misuse treatment services and innovative harm reduction initiatives in place. Work needs to be undertaken to ensure Middlesbrough is recognised locally and nationally as a Recovery Town/City.
- g) That in respect of the areas for improvement put forward by Tees, Esk and Wear Valley NHS Foundation Trust it is ensured that a number of measures are implemented including:-
 - i) That quick and reliable access to specialist Substance Misuse support is made available to the Community Crisis Team, Crisis Assessment Suite and Inpatient wards

- ii) That Substance Misuse workers, Social Workers and other colleagues are included in the single point of access in Mental Health for joint triage/joint initial assessment
- iii) That Substance Misuse workers attend joint meetings, as arranged by TEWV, including formulation and pre-discharge
- iv) That Substance Misuse Services contribute to TEWV's co-produced Crisis management plans / Wellness Recovery Action Plans (WRAP)
- v) That a programme of joint clinics (Mental Health/Substance Misuse) to meet the needs of dual diagnosis patients be established
- vi) That the role of peer support workers across all organisations be increased
- vii) That prescribers in Substance Misuse services work with TEWV prescribers to ensure enhanced sharing of information
- viii) That cross fertilisation in terms of training for Substance Misuse and Mental Health workers be established
- h) That pathways for young people at risk of drug dependency be developed and a way for those already dependent to access timely treatment provided.
- i) That prescribing substitute treatment for those under 18 years be further explored and the preferred option piloted.
- j) That support for children experiencing parental opiate dependence be commissioned and the, number of children being reached and supported reported.
- k) That the best practice approaches adopted elsewhere in the UK in respect of opioid deprescribing for persistent non-cancer pain (for example, those put forward by Nottinghamshire Area Prescribing Committee) be taken up by Tees Valley CCG and promoted amongst Primary Care Networks (PCNs) in Middlesbrough.
- l) That in 2021/22 GP lists in Middlesbrough be screened using the I-WOTCH inclusion and exclusion criteria to establish the number of patients who could benefit from education on opioids and managing chronic pain. Following identification an appropriate initiative be developed to target those patients. In order to ensure that prior to the outcome of the pharmacist led opioid and gabapentinoid reduction proposal early steps are taken to provide people with alternatives approaches to pain management.
- m) That if the opioid and gabapentinoid reduction programme currently being piloted proves successful TVCCG invests sufficient resources to ensure the programme is scaled-up and the number of patients prescribed strong opiates for chronic non-malignant (non-cancer) pain in Middlesbrough is reduced.

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- Debra Cochrane, Community Support Officer (Homelessness), Middlesbrough Council
- Jill Fidan, Community Outreach Officer (Homelessness)
- Edward Kunonga, Director of Public Health, South Tees
- Tom Le Ruez, Tees Preventing Drug Related Deaths Co-ordinator
- Councillor Antony High, Deputy Mayor and Thematic Lead for Drugs, Middlesbrough Council
- Vicky Franks, Project Manager, Change, Grow, Live (CGL)
- Richy Cunningham, Regional Manager, Recovery Connections
- Jonathan Bowden, Advanced Practitioner, Public Health (South Tees)
- Rachel Burns, Advanced Practitioner, Public Health (South Tees)
- Craig Blair, Director of Strategic Planning and Performance, Tees Valley CCG
- Dr Janet Walker, Medical Director, Tees Valley CCG
- Alastair Monk, Medicine Optimisation Pharmacist, North East Commissioning Support (NECS)
- Dan Haworth, Consultant Paramedic, North East Ambulance Service (NEAS)
- Mark Cotton, Assistant Director of Communications, North East Ambulance Service (NEAS)
- Dominic Gardner, Director of Operations (Teesside), Tees, Esk & Wear Valley NHS FT
- Dr Baxi Sinha, Clinical Director Adult Mental Health (Teesside), Tees, Esk & Wear Valley NHS FT
- Professor S Eldabe, Consultant Anaesthetist, South Tees Hospitals NHS Foundation Trust
- Associate Professor H Sandhu, University of Warwick

ACRONYMS

132. A-Z listing of common acronyms used in the report:

- **CGL** – Change, Grow, Live
- **NEAS** – North East Ambulance Service
- **TEWV** – Tees, Esk & Wear Valley NHS Foundation Trust
- **TVCCG** – Tees Valley Clinical Commissioning Group
- **MRT** - Middlesbrough Recovering Together
- **PCC** - Police and Crime Commissioner
- **HAT** – Heroin Assisted Treatment
- **DCR** - Drug Consumption Rooms
- **DRD** – Drug Related Deaths
- **QRR** – Quasi Residential Rehab
- **HILT** – Hospital Intervention and Liaison Team
- **NEAS** - North East Ambulance Service
- **PCN's** - Primary Care Networks
- **RPIW** - Rapid Process Improvement Workshops
- **WRAP** – Wellness, Recovery, Action, Plans
- **TV CCG** – Tees Valley Clinical Commissioning Group

- **ST CCG** – South Tees Clinical Commissioning Group
- **JCUH** – James Cook University Hospital
- **ST NHS FT** – South Tees NHS Foundation Trust
- **CROP** - Campaign to Reduce Opioid Prescribing
- **AHSN** - Academic Health Science Network (AHSN)

BACKGROUND PAPERS

133. The following sources were consulted or referred to in preparing this report:

- Reports to, and minutes of, the Health Scrutiny Panel meetings held on 8 October 2019, 11 February 2020, 10 March 2020, 13 October 2020 and 8 December 2020.

COUNCILLOR JOAN MCTIGUE

CHAIR OF THE HEALTH SCRUTINY PANEL

Membership 2019/2020 - Councillors J McTigue (Chair), D P Coupe (Vice-Chair), A Hellaoui, S Hill, J Rathmell, D Rooney, R M Sands, M Storey and P Storey

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Appendix 1- Interventions Overview

Intervention Grouping	Intervention	Description (including FTE and throughput/outcome targets)
Project ADDER Development and Delivery	Local Project ADDER Leadership and Management	<ul style="list-style-type: none"> • Programme Manager: 50% match funding towards 1 x FTE at linked grade Q/R (approx. £65k p.a. inc. on costs total). <i>5 months of costs included</i>. This role will: <ul style="list-style-type: none"> ○ Provide the strategic leadership and vision for Project ADDER, integrating substance misuse with the wider vulnerable persons agenda by ensuring collaboration between key partners and by harnessing existing local assets ○ Ensuring that Project ADDER aims and objectives are included within partner agency policies, as well as vice versa in terms of criminal justice, mental health, health, etc. ○ Oversee the governance arrangements for Project ADDER, providing a direct link between the project’s delivery and the DPH, who is Chair of the steering group ○ Provide the direct link between Project ADDER and the senior leadership of Middlesbrough Council ○ Maximise the outcomes and sustainability/legacy of Project ADDER initiatives within the available resources, partnership ‘match funding’ and collaborative opportunities by co-ordinating the local approach to obtain benefits for all partners over the longer-term ○ Lead on the relationships with the Home Office, PHE and other area leads re. Project ADDER ○ Oversee the development of the strategy for years 2 and 3 of Project ADDER, including co-dependencies, collaboration and complementary elements within partners’ strategies. • ADDER Project Manager – to oversee the development roles (within this proposal) and project documentation, <i>5 months of costs included</i>. The remit of this role is to: <i>0.8 for 3 months</i> <ul style="list-style-type: none"> ○ Develop a project plan for Project ADDER, including GANTT chart and SMART objectives with named owners for each action


		<ul style="list-style-type: none"> ○ Develop a performance management framework for Project ADDER to drive the desired outcomes and enable close monitoring ○ Be a conduit between Project ADDER and the local substance misuse treatment/recovery system ○ Explore the feasibility of a local, sustainable inpatient detox facility ○ Co-ordinate local Project ADDER meetings and groups, maintaining accurate records ○ Ensure that timescales are met and plans are delivered to achieve required outputs.
Prevention and Early Intervention (P&EI)	P&EI Development Co-ordinator	<p>Procure suitably experienced organisation to develop a proposal for year 2 of ADDER re. targeted P&EI programme, capacity building and implementation plan, following a review of current arrangements. This will deliver:</p> <ul style="list-style-type: none"> ○ Review current provision ○ Develop a P&EI programme ○ Develop a capacity building plan ○ Mobilise and implement the above
	System-wide IBA development	<p>IBA Co-ordinator post to work across primary, secondary and community-based care, ensuring engagement of partners and their settings across the town. 4 months of costs included. The post will:</p> <ul style="list-style-type: none"> ○ Develop a delivery plan, including appropriate settings ○ Develop a mobilisation and implementation plan ○ Launch the service and deliver IBA to 500 people by 31/3/21, targeting the following groups: <ul style="list-style-type: none"> ➤ Carers ➤ Parents of YP (education and building resilience) ➤ Cannabis, cocaine and NPS users ➤ Specific pathways for education settings ➤ Training champions in partner organisations to build local capacity

Project ADDER


Enhanced, targeted outreach and harm reduction services	Specialist Assertive Outreach and Engagement provision	<p>2 x FTE Assertive Outreach and Engagement workers to enhance existing provision and target those at the highest risk of dying, e.g. prison leavers, those considered near misses/overdoses, rough sleepers, vulnerable adults and crack users with unmet needs. 4 months of costs included. These posts will deliver:</p> <ul style="list-style-type: none"> • Develop pathway for high risk and vulnerable individuals • Work with DART service to ensure engagement and transition plans for highest risk prison leavers in order to improve the rate of prison leaver engagement from 34% to 50% by 31/3/21 • Make contact and attempt to engage all identified 'near misses' with a target of 75% successful engagement by 31/3/21 • Work with adult services to develop an enhanced vulnerable adults safeguarding pathway to improve the rate of engagement by 10% by 31/3/21 • Reduce the level of unmet need for crack users from 54% to 45% by 31/3/21 • Identification of rough sleepers and onward referral into appropriate service(s) with a target to engage 25 people by 31/3/21
	Young persons' outreach and engagement approach	<p>2 x FTE YP engagement workers – will be reactive to intelligence re. county lines, coercion, trafficking and work with childrens services to ensure appropriately enhanced safeguarding pathways are in place. 4 months of costs included. These posts will also deliver:</p> <ul style="list-style-type: none"> • Working with Police colleagues to play a full part in acting on County Lines intelligence, developing an enhanced support pathway • Targeted, visible outreach to hotspot locations, linking in with key colleagues such as NPT, community safety, homelessness service, etc. working in the two priority wards of Newport and North Ormesby (initially) • Increased YP levels of engagement into treatment by an additional 15% • Supporting the P&EI Co-ordinator in delivering risk and resilience messages to YP in key locations, delivering to 100 YP by 31/3/21

	<p>Enhanced local naloxone programme</p>	<ul style="list-style-type: none"> • Police Naloxone Pilot: Frontline Police Officers to carry and dispense nasal naloxone – to specifically target those not already covered by the syringe kits, such as carers/significant others, who would be more comfortable administering a nasal spray. This will deliver: <ul style="list-style-type: none"> ○ A minimum of 500 nasal kits into the local system ○ Training for all officers who will be carrying the kits, who will then train people they distribute the kits to. • Increased nasal naloxone availability: Nasal naloxone kits to be provided throughout the town, particularly in areas with the highest risk of overdoses. This element will deliver: <ul style="list-style-type: none"> ○ Explore feasibility of partnership with NEAS to locate nasal naloxone kits within/adjacent to defibrillators (in separate lockboxes) that can be released when necessary ○ Locate nasal naloxone kits in 25 key, overdose hotspot locations across the town ○ Distribute naloxone kits to those at risk on release from Police custody (already happens from Holme House prison).
	<p>Development of dedicated cocaine and other recreational drugs approach</p>	<p>Gather emerging evidence of effective interventions and engagement initiatives to develop an innovative, local service dedicated to cocaine and recreational drugs treatment via the commissioning of a suitably experienced organisation. This will deliver:</p> <ul style="list-style-type: none"> • A cocaine and recreational drugs peer research report • Carry out evidence review of emerging models/interventions, including substitute prescribing • A mobilisation/implementation plan and specification for an evidence-based, dedicated cocaine and recreational drugs service in years 2 and 3 including preventative, treatment, recovery and prescribing interventions with an element of contingency management to help engagement.

Improved pathways for health and social care services	Transformation workers to review and improve pathways for specific cohorts within substance misuse clients	<p>2 x FTE Pathway Transformation Workers (4 months of costs included):</p> <p>1 x post will deliver improved pathways between primary/secondary care and social care for substance misusers:</p> <ul style="list-style-type: none"> • Co-ordination of a multi-agency, task and finish group to improve pathways by reviewing existing approach, examples of best practice and designing a plan for improved practice • Implementation of a multi-agency substance misuse network meeting to drive transformation across the system/within partner organisations • Carry out casefile audits to identify the 20 most appropriate/high risk individuals to engage with in order to prevent escalation of needs by 31/3/21 <p>1 x post will focus on transformation of pathways for vulnerable females, particularly pregnant women, sex workers, offenders, prison leavers, victims of domestic abuse and those who have had children removed. It will deliver:</p> <ul style="list-style-type: none"> • Co-ordination of a multi-agency, task and finish group to improve pathways by reviewing existing approach, examples of best practice and designing a plan for improved practice • Implementation of a multi-agency substance misuse network meeting to drive transformation across the system/within partner organisations • Carry out casefile audits to identify the 20 most appropriate/high risk individuals to engage with in order to prevent escalation of needs by 31/3/21
	Hospital Interventions and Liaison Team (HILT) - additional specialist roles	<p>Dedicated 1 x FTE Co-ordinator to focus on managing the most at-risk patients and developing a plan and pathways (between the NHS Trust and community settings) to ensure patients with drug-related issues are identified, engaged and supported. They will be attached to the HILT team, which is funded by the Trust and this additional post should also attract further match funding from TEWV for an equivalent mental health/substance misuse role within the psychiatric-liaison team (to co-work with the HILT team). 4 months of costs included. This will deliver:</p>

		<ul style="list-style-type: none"> • Refer all overdoses/DRD near miss patients into relevant pathway (as detailed above in ‘Specialist Assertive Outreach and Engagement provision’) • Development of robust pathway to community support services and enhanced follow-up of patients following discharge • Finalise agreement with TEWV for equivalent MH role to be based within HILT • Engagement of 100 patients within the hospital by 31/3/21 • Develop and deliver mutual training programme to upskill 50 staff from all related settings on substance misuse, mental health and wider vulnerabilities to improve knowledge and practice across the local system
	<p>Physical Health Support</p>	<p>The lung health clinic specifically for drug users with respiratory co-morbidities is not feasible in year 1 due to the impact of C-19 on specialist respiratory capacity within the Trust. We have proposed an alternative which should be approved by HO/PHE imminently:</p> <p>Deliver a range of nutrition and dietary interventions to ADDER clients. This would include Jamie’s Ministry of Food classes, cooking on a budget courses, healthy eating choices training and some equipment for those who need it.</p>
<p>bespoke, local, ‘jobs, friends and houses’-style approach</p>	<p>Dedicated substance misuse-related employment, training, accommodation and social pathway – please see:</p>  <p>Benefits of JFH style approach to Mbro.d</p>	<p>Procure a suitably experienced topic expert to research and develop this approach – to work with relevant partners in identifying and engaging the necessary expertise. This will result in:</p> <ul style="list-style-type: none"> • Gathering of evidence and best practice • The production of an implementation plan, co-produced with members of the local recovery community • Engagement of education providers – this will enable dedicated training and education routes for people in recovery. This will be aimed at multiple levels of education, training and experience, matching opportunities with the desire and motivation of the individuals coming through • Engagement of Jobcentre +, local employers and employment agencies – to: <ul style="list-style-type: none"> ○ Inform the education/training providers in terms of local employment needs and matching their offer accordingly ○ Create apprenticeship/training placement opportunities

		<ul style="list-style-type: none"> ○ Support the development of social enterprises; ● Engagement of additional housing providers to co-design pathways and enable the offer of housing from the point of engagement through to independent living in quality, sustainable homes for life ● Plan for the development of a keeping in touch peer/volunteer service for those in recovery who have left structured treatment/recovery services in year 2 ● Draft targets and performance management framework ● Co-ordinate the development of independent research to quantify the benefits of this local approach to the public sector.
	<p>Development of dedicated substance misuse secondary housing pathway provision – please see:</p>  <p>Benefits delivered by Secondary Recov</p>	<p>Fill in the gaps within the existing pathway to ensure a successful transition from local residential rehabilitation, prison and other recovery settings into settled and sustainable accommodation that exceeds the minimum decent homes standard. Through one-off capital investment, this element can become a self-sustaining and scalable legacy of ADDER by utilising the associated housing payments for reinvestment and expansion purposes. This will deliver:</p> <ul style="list-style-type: none"> ● A minimum of 8 x additional beds, dedicated to substance misuse clients, available for year 2 of ADDER and beyond (in perpetuity) ● Specialist, ongoing support to ensure sustainable recovery and relapse prevention via care for the ‘whole person’ and harnessing wider support provision as necessary (including the jobs and friends elements) ● Increased flow/churn through the primary rehab by working collaboratively with the local provider to offer intensive support to participants and the offer of a smooth pathway into secondary housing provision ● Support to enable transition into independent living in quality, sustainable homes for life, via relationships with all relevant types of housing providers and a ‘good tenant passport’ (i.e. paying rent/mortgage on time, maintaining a decent home, being a good neighbour, etc.) ● Further preparation for independent living and being able to consider themselves as a valued member of their community:

		<ul style="list-style-type: none"> ○ Nutrition classes including healthy eating, Jamie’s Ministry of Food, cooking on a budget, etc. ○ Positive mental health interventions ○ Fostering positive family and social networks that will support ongoing abstinence/recovery; ● A reduction in substance misuse re-presentation rates by ensuring that 80% of those placed are successfully supported to remain on a recovery pathway.
	<p>Dedicated recovery house, based on Oxford House-style principles – please see:</p> <p>https://www.recoveryanswers.org/research-post/oxford-houses-offer-both-recovery-benefits-cost-savings/</p> <p>https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4215736/</p> <div style="text-align: center;">  <p>Oxford House_manual.pdf</p> </div>	<p>Purchase and refurbishment of a suitable property as the initial home to provide a platform for expansion. Through one-off, match-funded capital investment, this element can also become a self-sustaining and scalable legacy of ADDER once the initial property is up and running. This will provide:</p> <ul style="list-style-type: none"> ● The purchase and renovation of a house with a minimum of 4 x beds (self-contained due to COVID-19 implications), to be used in perpetuity as an Oxford House ● Dedicated support capacity to enable the development and implementation of the initial Oxford House ● The generation of surplus funds in order to enable the development of a second Oxford House (and so on...) ● Expanded mutual aid opportunities for the local recovery community
	<p>Building Recovery in the Community (BRiC) provision</p>	<p>1 x FTE BRiC Worker – to provide floating support across the bespoke, local programme. 4 months of costs included. This post will deliver:</p> <ul style="list-style-type: none"> ● Engagement of 20 people as a minimum ● Development of local community offer, including a minimum of 3 support groups

<u>Diversion</u>	Enhancement of existing DIVERT scheme	<p>2 x FTE substance misuse keyworkers to work across custody suite and IOM/PPO teams to provide specialist support, advice and pathways to community services. Will provide targeted testing on arrest, rehabilitation order recommendations for sentencing, liaison with DIVERT scheme, etc. 4 months of costs included. These posts will deliver:</p> <ul style="list-style-type: none"> • Intensive engagement of those identified as having substance misuse issues by criminal justice partners • Breaking the cycle between drugs and crime • Reduce the re-offending rate for Middlesbrough as a result of engaging more people into the DIVERT scheme.
	Develop a local drug-driving scheme	<p>Commission suitably experienced organisation to develop and deliver a drug-driving intervention and engagement approach for those caught driving whilst drug-impaired (predominantly cocaine and cannabis) – both digital and face-to-face offers. Once set up, this will be sustainable by charging the participants in lieu of a higher fine/disqualification from driving (and, potentially, a reduced driving ban). This will deliver:</p> <ol style="list-style-type: none"> 1. Assess the local demand for a drug driving service. Including the identification of drug users who, predominately would not engage with traditional services. 2. Establishing whether local/national service providers currently delivering drink driver rehabilitation scheme (DDRS) courses, offer drug driver rehabilitation interventions. Identifying any national or international best practice or evidence of impact. 3. Engage criminal justice agencies such as the Police, Courts and Probation on out of court disposal options. 4. Identify the feasibility of developing a drug driving course, engaging with the Driver and Vehicle Standards Agency, Department for Transport and Road Safety GB. 5. Research the feasibility of a reduction in the length of a driving band if a course is completed, as a means of generating an income that could be reinvested into ADDER beyond the funding timescales. 6. Identify appropriate pathways into treatment services.

	Youth Offending Service Link Worker	<p>1 x FTE substance misuse keyworker to work primarily on transition pathways and supporting the most complex clients, whilst building capacity and expertise within YOS (to work as a virtual team with the YP Assertive Outreach workers). 4 months of costs included. This post will aim to:</p> <ul style="list-style-type: none">• Reduce the number of YP involved in crime and ASB from 52% to 45%.• Deliver YP specific substance misuse training to 30 staff.• Work with the top 10 most complex clients identified as using substances and offending.
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OPIOID DEPRESCRIBING FOR PERSISTENT NON-CANCER PAIN

Key Messages

- Opioids are very good analgesics for acute pain and for pain at the end of life but there is little evidence that they are helpful for long term pain such as lower back pain, fibromyalgia, headache, migraine, abdominal and pelvic pain.
- **Safety concerns** - long term opioid use can lead to fractures, falls, endocrine abnormalities, immunomodulation, opioid induced hyperalgesia and dependence.
- The risk of harm increases substantially at doses above an oral morphine equivalent of 120mg/day, but there is no increased benefit. Ref: [Faculty of Pain Medicine Key Messages](#).
- If a patient is using opioids but is still in pain, the opioids are not effective and should be discontinued, **even if no other treatment is available**.
- By tapering the opioid dose and stopping, patients will be more able to function in the world, and feel less ill. They may still have pain, but are likely to feel better in themselves.
- Opioid analgesia used long term can destroy lives - read [Faye's Story](#).
- Opioids started in hospital should not routinely be continued in primary care. Review patient and assess pain before prescribing more opioids post discharge.
- Before starting an opioid trial, manage patient expectations and explain risks. See [Checklist for Prescribers](#) on Opioids Aware website.

Opioids should be tapered or stopped for non-cancer pain, particularly if...

- The opioid(s) is/are not providing useful pain relief or ability to do more.
- The patient develops intolerable side effects.
- The patient is on a dose of more than 120mg/day oral morphine equivalent.
- There is strong evidence that the patient is misusing, abusing or diverting their medicines to others.
- The patient is taking, or is started on, medicines that potentiate the effect of opioids e.g. pregabalin, benzodiazepines, antidepressants, antipsychotics. See BNF for full list.
- The patient has been on opioids for more than 3 months.
- The underlying painful condition resolves.
- The patient receives a definitive pain relieving intervention (e.g. joint replacement).

See over for step-by-step guide to opioid deprescribing

Responsibility for prescribing opioids

- Whilst tapering opioids, the patient should ideally receive prescriptions from a single prescriber and the medicine dispensed from a specified pharmacist. Consider using the home screen of the medical record to highlight which prescriber is managing the opioid deprescribing.
- If the patient needs a prescription from someone other than the usual prescriber, documentation should be clear and accurate to support consistency of safe care.
- Do not issue prescriptions before they are due, this will help to prevent patients increasing their doses on their own or diverting their medicine to others.
- Do not issue more than 28 days supply at one time. Consider prescribing for shorter periods - weekly or two weekly.

Useful resources:

- Faculty of pain medicine Opioids Aware resources - www.fpm.ac.uk/opioids-aware
- Live Well with pain - www.livewellwithpain.co.uk
- DVLA drugs and driving: the law - www.gov.uk/drug-driving-law
- Contact local pain service for advice and support if needed.

OPIOID DEPRESCRIBING FOR PERSISTENT NON-CANCER PAIN

Discussion with the patient

- Explanation of the limited role that opioids have in long term pain and the potential benefits of opioid reduction (avoidance of long term harms and improvement in ability to engage in self management strategies).
- Agree if outcome is stopping or tapering to a specified dose.
- Explanation that withdrawal symptoms (see box 2) or a change in pain may occur following each reduction but these symptoms tend to settle within a few days.
- Stress that opioids should not be stopped suddenly and that the reduction will take time (months not weeks).
- Discuss other ways to manage pain and develop self-management strategies. See [NHS Live Well - 10 Ways to Reduce Pain](#) or [Live Well with Pain - Ten Footsteps](#).
- Calculate total oral morphine equivalence of all current opioids by any route ([link to calculator](#)). Check with the patient what they are actually taking, don't assume the prescribed dose is being taken.

Is the patient engaged and willing to taper?

No

Yes

Agree reduction schedule with patient. Aim to taper the dose by 10% of the original dose two weekly or monthly.

- If taking more than one opioid, reduce one at a time starting with the most potent.
- If taking modified release (MR) / patches as well as immediate release (IR), taper MR / patch first and switch IR liquid to tablets to more easily monitor the amount used.
- Limit number of doses of IR per day and counsel patient not to increase dose of IR to compensate.
- Ensure that scripts are not issued early.
- Agree the reduction schedule with the patient, particularly if they are anxious. You may agree to start with a small dose decrease (e.g. 5% or even less) or monthly rather than two weekly if it helps to gain confidence.
- When considering frequency of reductions, consider your capacity for follow up and review.
- Patients may experience withdrawal symptoms for several days after reduction so weekly reductions may be too quick.
- The reduction becomes a larger proportion of the dose as the dose reduces. This is why patients may run into difficulty as they reach lower doses. Consider smaller dose reductions as the dose becomes lower.

Review

- Check for withdrawal symptoms (box 2) between dose reductions (this can be done over the phone if necessary).
- Offer encouragement and remind of reasons for tapering.
- Offer advice on managing withdrawal symptoms (box 3).
- Anxiety and low mood can exacerbate withdrawal symptoms. See [NHS Live Well - 10 Ways to Reduce Pain](#) for tips on managing pain, sleep and low mood.
- If patient wants to give up follow advice in box 1.
- Contact local pain service for advice and support if necessary.

Box 1 - What if the patient is not keen?

Ref: [Opioids Aware - Tapering and Stopping](#)

- Be empathic and focus discussion on medicines.
- Allow patient time to reflect on information and arrange a further appointment to initiate taper if necessary. If, after reflection, patient is still not keen then review again in 3 to 6 months.
- Take a full medicines history and ask how well the medicines are working, and reflect that the patient is describing severe pain despite medicines.
- Share that the experience of many patients is that taking medicines results in no real benefit for pain.
- Explain that we now have better ways of working out how helpful medicines really are and we know that a lot of things that we thought were helpful in the past have proved to be disappointing and...
- ...take responsibility for contributing to where we are now!
- Pain medicines can cause significant harm.
- Explain the [DVLA rules](#) for driving under the influence of prescription medicines.
- It matters a lot that the patient has confidence that all their medicines are working well
- Usually stopping medicines makes no difference to pain but can make people feel better (fewer side effects / better quality of life). Consider filling in a [Prescribed Opioids Difficulties Scale](#) to allow the patient to see the problems opioids are causing.
- If a tapering trial doesn't work we can think again
- [Brainman videos](#) may be helpful and are used by the local pain service.
- Suggest that the patient watches [Louise's story](#) on the Live Well with Pain website.

Box 2 - Withdrawal symptoms

- Sweating, yawning, tremor, abdominal cramps, restlessness, irritability, anxiety & runny nose/eyes.
- Bone or joint aches, which may be confused with perceived worsening of the original pain.
- The [clinical opiate withdrawal scale](#) (COWS) can be used to quantify the severity of withdrawal symptoms and monitor changes over time.

Box 3 - Managing Withdrawal symptoms

- Patients experience withdrawals differently and may experience none, some or all of the above symptoms.
- Withdrawal symptoms can be very unpleasant but are generally not life threatening, reassure the patient that these symptoms will resolve with time.
- Tapering may be paused to allow time to overcome symptoms before the next dose reduction, tapering should not be reversed except in exceptional circumstances
- Do not be tempted to treat withdrawal symptoms with more opioids or benzodiazepines.

Strong Oral Opioids for Acute Pain: Information for Adult Patients (Over 16 years)

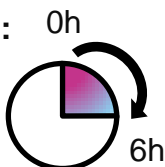
This leaflet is relevant to **NEW** or **CHANGED** prescriptions for:

- Immediate release* morphine sulphate oral solution (Oramorph®) or tablets (Sevredol®)
- Modified release* morphine sulphate capsules (Zomorph®) or tablets (MST®)
- Immediate release* Oxycodone capsules (Shortec®) or liquid (Shortec® liquid)
- Modified release* Oxycodone tablets (Longtec®)

Immediate release opioids:

For quick pain relief

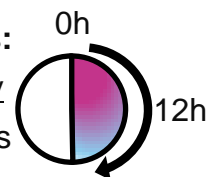
Work for 4-6 hours



Modified release opioids:

Release gradually

Work for 12 hours



What are strong opioids?

Opioids are a *short term* option for acute pain

Opioids can significantly *reduce* pain, but rarely *stop* pain altogether.

- Opioids** are strong morphine, or morphine-like, pain relievers.
- Acute pain** comes on quickly and usually has a cause such as an injury
- Opioids are not effective for all types of pain.
- They are less effective for long-term pain due to tolerance and side effects.
- The best opioid dose is the lowest dose possible that makes pain manageable.
- Reducing your pain will allow you to breathe deeply, cough and move around. This lowers the risk of serious complications such as chest infections, blood clots and pressure sores.

How long should I take opioids for?

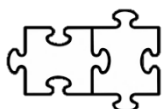
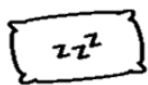
It is important that you do not take opioids for longer than you need.

- The aim is to gradually lower the amount you are taking and stop them (or return to your normal dose) before your supply runs out.
- Hopefully you will not require a repeat prescription of opioid medication.

If you are still in significant pain or need support, please contact your GP.

How can I manage my pain?

There are many proven options to help you other than medication:



- Gentle exercise
- Get a good nights sleep
- Distract yourself! Knit, complete a puzzle...
- Hot and cold packs
- Talk about it with a professional you trust



Strong Oral Opioids for Acute Pain: Information for Adult Patients (Over 16 years)

How should I take these medicines?



Do not drink alcohol or take other medicines that make you drowsy whilst taking these medicines **UNLESS** prescribed by your doctor.



If these medicines make you feel drowsy you may not be fit to drive or operate machinery. For information: www.gov.uk/drug-driving-law



If you have other medicines prescribed for pain make sure you use them as prescribed to lower the amount of opioid you need.

Please do not take more pain relief than you are prescribed. If you do please seek medical advice.

What side effects could I experience?

Nausea or vomiting- can be managed with anti-sickness medication.

Constipation - can be managed with laxatives

Drowsiness or confusion - can be managed by adjusting the dose or opioid choice.

Tolerance - your body can get used to opioids and they can become less effective.

Dependence - if you decrease the dose too quickly you can experience symptoms of withdrawal such as sweating, stomach cramps and muscle aches.

Your local pharmacist is a great source of support and advice for managing your medications. Contact your pharmacist if you have questions or concerns.

If serious side effects occur seek medical advice.

Where can I get more information?

Telephone Helplines:

Nottingham University Hospitals Trust Tel: 0115 924 9924 ext. 64641

Sherwood Forest Hospitals Trust Tel: 01623 672213

Primary Integrated Community Services Pain Services: 03000 830 000

Internet Resources (can be found via google or any other search engine)

- Faculty of Pain Medicine:** *Taking opioids for pain*
- British Pain Society:** *Understanding and managing pain: information for patients*
- My Live Well with Pain**

Report of:	Director of Public Health, Mark Adams
Submitted to:	The Mayor and Lead member for Children’s safeguarding, Adult social care and Public Protection- 27 May 2021
Subject:	<p>Project: Prevention and Promotion Fund for Better Mental Health and Wellbeing 2021-22</p> <p>Council is eligible to submit an Expression of Interest (Eoi) to Public Health England (PHE) to receive funding which will be distributed as a section 31 grant (Local Government Act 2003) subject to appropriate approvals.</p>

Summary

Proposed decision(s)
<p>That Executive approves:</p> <ul style="list-style-type: none"> i. The progression of an Expression of Interest to receive funding from PHE – Prevention and Promotion Fund for Better Mental Health for the period of June 2021 to March 2022. ii. That the Director of Public Health and Director of Finance, receives delegated authority to allocate available grant for Middlesbrough of £273,214.00

Report for:	Key decision:	Confidential:	Is the report urgent?¹
Decision	Yes	No Funding launched nationally in the week of 10 th May 2021	Yes - in order to take advantage of the eligible funding allocation for 2021/22, an urgent decision is requested. Eoi has to be submitted by 28 May 2021.

¹ Remove for non-Executive reports

Contribution to delivery of the 2020-23 Strategic Plan		
People	Place	Business
<ul style="list-style-type: none"> • Improve mental health outcomes for children and young people • Address causes of vulnerability and inequalities and support the vulnerable 	<ul style="list-style-type: none"> • Place based approaches that support protective factors for mental health within our communities 	

Ward(s) affected
All wards are affected by this proposal

What is the purpose of this report?

1. To seek approval for the receipt of national investment via an Expression of Interest submission to support Public Mental Health Interventions and to request delegated powers for the Director of Public Health, in the future delivery of interventions to the value of £273,214.00.

Why does this report require a Member decision?

2. This decision is a key decision, affecting all wards in Middlesbrough and with financial implications over the key decision threshold of £150,000.00

Report Background

3. On 27 March 2021, the Department of Health and Social Care published the COVID-19 Mental Health and Wellbeing Recovery Action Plan for 2021 to 2022 to mitigate and respond to the impact of the COVID-19 pandemic on mental health. To support implementation of this Plan, national funding of £15 million has been allocated to preventing mental ill health and promoting good mental health in the 40 most deprived upper tier local authorities in England.
4. Middlesbrough has been selected as an area eligible to submit an Expression of Interest to receive funding which will be distributed as a section 31 grant (Local Government Act 2003) subject to appropriate approvals. An Expression of Interest form together with a project plan and proposed budget must be submitted to Public Health England by 11.59pm Friday 28 May 2021.
5. This single year fund is designed to incentivise investment in prevention and promotion interventions for better mental health in the most deprived local authorities. Specifically, to mitigate mental health impacts arising from the COVID-19 pandemic, reduce widening mental health inequalities by targeting at risk and vulnerable groups and ensure adequate distribution of funding to support minority ethnic communities. The impact of coronavirus (COVID-19) and the social and economic consequences of the pandemic

have meant that tackling mental health at a population level has never been more important. COVID-19 has been recognised as a public mental health emergency that exacerbates existing mental health inequalities.

6. This grant can be used to expand or continue to fund existing, evaluated public mental health programmes for the purpose of increasing impact, equity and reach as well as the development of community engagement infrastructure. This should be over and above activities already planned and funded as part of existing funding streams such as the public health grant.
7. A rapid impact assessment undertaken locally on the impact of covid-19 shows that there has been an increase in demand for mental health and wellbeing support during the pandemic. This impact has disproportionately affected children and young people, people from minority ethnic groups, people who live alone, single parents and people who live in the most deprived areas of our borough. The grant from PHE will be used to improve capacity and access to interventions with a determined focus to reduce inequalities.
8. Restrictions to funding - It will not be possible for the council to fund community grants programme with this fund.
9. The funding allocated to financial year 2021/22 must be spent in this financial year and cannot be rolled over; therefore, the timescales are extremely tight.
10. In setting out plans for use of the funding PHE would like local authorities to consider the broad principles underpinning the local public mental health response to COVID-19 :
 - Whole system prevention approach
 - People and community centred
 - Good communication, collaboration and partnership
 - Tackling inequalities
 - Life course and whole household approach
 - Building on existing arrangements
 - Applying learning from first and second wave of the pandemic
11. The grant will be monitored under Section 31 of the Local Government Act 2003 and will be monitored by PHE on a quarterly basis in accordance with an agreed set of metrics. The Director of Public Health is responsible to PHE for ensuring that the grant is discharged effectively and the relevant activity is delivered by Middlesbrough Council.
12. Proposed interventions and associated finance are aligned to the services that Tees Ersk and Wear Valley (TEWV) mental health trust and Tees Valley Clinical Commissioning Group (TVCCG) are developing as part of the Covid-19 Mental Health Recovery Plan. In summary, the proposal will support additional public mental health resilience and capacity to develop and deliver:
 - Programmes to support emotional health and wellbeing of children young people and families
 - A Wellbeing Network to connect mental wellbeing assets, frontline practitioners and activities
 - Perinatal and maternal wellbeing
 - Peer mentorship programmes in schools and communities

- Building the capacity and capability across our workforce to prevent mental health problems and promote good mental health within their everyday practice.
- Promoting wellbeing in the workplaces
- Promoting parental resilience

What decision(s) are being asked for?

13. That Executive approves:

- The progression of an Expression of Interest to receive funding from Public Health England – Prevention and Promotion Fund for Better Mental Health for the period of July 2021 to March 2022.
- That the Director of Public Health and Director of Finance, receives delegated authority to allocate available grant for Middlesbrough of £273,214.00

Why is this being recommended?

14. PHE Prevention and Promotion Fund for Better Mental Health presents an opportunity to build on existing programmes that we have across the borough to improve the mental health outcomes for those at risk of poor mental health.

15. Spending on public mental health is not currently mandated in the public health grant and its importance can be overlooked locally. However, mental health prevention, promotion and early intervention can reduce pressures on NHS services, social care, education, criminal justice and employers, resulting in economic benefits even in the short term.

16. Mental well-being is fundamental to achieving a healthy, resilient and thriving population. Mental health and well-being are inextricably linked as both a cause and a consequence of physical health, educational attainment, employment and productivity, relationships, community safety, community cohesion and quality of life. Factors that protect mental well-being include; Individual control and community ownership; Individual resilience and community assets; Participation and inclusion. It is likely that all of these factors may have been impacted upon as a result of our national response to COVID-19.

17. There are particular challenges in relation to mental health for Middlesbrough. The baseline assessment for Middlesbrough (Mental Health and Wellbeing PHE JSNA data, 2019) has highlighted that mental health disorders (including suicides) are poor when compared to rates across the North East and England. This includes a range of risk factors such as children in low-income families, inability to work, and poverty. Protective factors for mental health, including level of employment and physical activity are also lower than average rates. Most, if not all of these factors can be envisaged to be exacerbated under conditions linked to the coronavirus response. Simultaneously, the ability to maintain key protective factors for mental health will also be challenged. The funding could save lives and contribute to improving the mental health and wellbeing of the population and for those at greatest risk of poor mental health.

Other potential decisions and why these have not been recommended

18. Retaining the status quo and not accepting this funding would deny Middlesbrough residents the opportunity for significant investment to improving the levels of mental

health and wellbeing of the population, to mitigate the mental health impacts of Covid-19 for those at greatest risk of poor mental health and prevent further harm.

Impact(s) of recommended decision(s)

Legal

19. There are no identified legal implications in relation to this funding.

Financial

20. The funding for PHE Better Mental Health is non-recurring and does not impact on the Council's baseline financial position. The additional income will fund new or additional activity and there will be no adverse impact on existing Council services.

21. There are no formal match funding requirements from the Council and full project management costs have been built into the draft proposal. There would be a draw on corporate staff time to contribute to the project; therefore, the 8% for council overheads has been fully applied to the costed delivery plan in order to cover this support.

22. Whilst there is the real, potential for this funding there will be an expectation to demonstrate how the promotion and prevention work can be sustained in the longer term.

Policy Framework

23. Approval of the recommendations will not affect any part of the Council's Policy Framework.

Equality and Diversity

24. An Equality Impact Assessment (EIA) has been completed. This has found that the proposal does not negatively impact on any protected groups nor is it likely to have any negative impacts as a whole.

25. The EIA is attached to this report at Appendix 1.

Risk

26. No significant risks that would negatively impact on the strategic risk register have been identified.

27. This funding will help us implement interventions that will have a positive impact on improving the mental health and wellbeing of children and young people and the most vulnerable in our population and reduce demand for safeguarding support.

Actions to be taken to implement the decision(s)

28. The costed delivery plan will be further developed to ensure that the recommended decisions to enable PHE Better Mental Health funding to be successfully delivered. This will be overseen by the DPH and Responsible Officer

Appendices

Appendix 1- Equality Impact assessment



Promotion of public
mental health and well

Background papers

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

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