

## EXECUTIVE

<b>Date:</b> Tuesday 10th May, 2022
<b>Time:</b> 1.00 pm
<b>Venue:</b> Council Chamber

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes - Executive - 19 April 2022 3 - 6
- Executive Member for Culture and Communities**
4. Cultural Capital Investment Prospectus 7 - 68
- Executive Member for Environment, Finance and Governance**
5. Demolition of the former Slam Nightclub 69 - 74
6. Green Strategy - Year Two Action Plan 75 - 82
7. Improving our Highways 83 - 90
8. Proposed Service Delivery Model and associated Subsidised Charges for Residential Pest Control 91 - 100
- Executive Member for Regeneration**
9. Tees Advanced Manufacturing Park - Next Phase - PART A 101 - 118
10. Any other urgent items which in the opinion of the Chair, may be considered.
11. Exclusion of the Press and Public

To consider passing a Resolution Pursuant to Section 100A(4) Part 1 of the Local Government Act 1972 excluding the press and public from the meeting during consideration of the following item on the grounds that if present there would

be disclosure to them of exempt information falling within paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12. **EXEMPT - Tees Advanced Manufacturing Park - Next Phase - PART B**  
3

119 - 136

Charlotte Benjamin  
Director of Legal and Governance Services

Town Hall  
Middlesbrough  
Monday 2 May 2022

### MEMBERSHIP

Mayor A Preston (Chair) and Councillors B Cooper, D Coupe, TA Grainge, S Hill, L Mason, 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](mailto:chris_lunn@middlesbrough.gov.uk) / [georgina\\_moore@middlesbrough.gov.uk](mailto:georgina_moore@middlesbrough.gov.uk)**

**EXECUTIVE**

A meeting of the Executive was held on Tuesday 19 April 2022.

**PRESENT:** Mayor A Preston (Chair) and Councillors B Cooper, D Coupe, S Hill, L Mason, E Polano and M Smiles

**ALSO IN ATTENDANCE:** E Craigie (Teesside Live)

**OFFICERS:** R Brown, R Horniman, A Hoy, C Lunn, T Parkinson, M Walker and I Wright

**APOLOGIES FOR ABSENCE:** Councillors TA Grainge

21/120 **DECLARATIONS OF INTEREST**

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

21/121 **MINUTES - EXECUTIVE - 5 APRIL 2022**

The minutes of the Executive meeting held on 5 April 2022 were submitted and approved as a correct record.

21/122 **HOMES FOR UKRAINE IMPACT**

The Executive Member for Culture and Communities and the Director of Environment and Community Services submitted a report for the Executive's consideration. The purpose of the report was to provide an update on the impact of the Homes for Ukraine programme in Middlesbrough and seek agreement on how it was to be managed locally.

The Department for Levelling Up, Housing and Communities (DLUHC) had released guidance around the expectations on local authorities, as a result of the Homes for Ukraine scheme. The guidance covered issues such as data sharing, safeguarding, payments for hosts and guests, education, health, community integration and more.

Middlesbrough Council proposed the following management approach:

- liaising with North East Regional Migration Partnership (NEMP), British Red Cross, and Local Resilience Forum (LRF) regarding reception arrangements at port of entry;
- completing property checks when data on sponsor was shared by DHLUC;
- completing safeguarding checks through internal systems and Disclosure and Baring Service (DBS) as required;
- managing the interim payment for guests;
- providing education;
- making appropriate service referrals;
- supporting arrivals in accessing benefits and working in partnership with statutory and voluntary services;
- providing homelessness assistance if matching failed in line with statutory duties;
- administering payments to sponsors;
- utilising a proportion of the tariff to launch trauma informed hosting courses through VCS; and
- ensuring health protection was in place (i.e. GP registration, Covid vaccination, childhood immunisations).

Appendix 1 of the submitted report set out the expectations on Middlesbrough Council for Ukraine Resettlement and Appendix 2 illustrated the local process for guests arriving in Middlesbrough.

In response to an enquiry regarding the marketing of, and registration of interest in, the

programme, Members were advised that as a national scheme, the Council had advertised the programme in the local press and established a local team to facilitate the management of it. To date, 13 sponsors and 28 guests had been matched; the programme was limited by the number of potential sponsors available and therefore it was difficult to predict how much these figures would increase. Members wished to note that the Council's Communications team could place a link on the authority's website, to the respective area of the Government website, for potential sponsors.

A Member made reference to paragraph 22 of the report and queried the potential costs that the Council would be required to cover in respect of administration costs, including costs of fraud prevention. In response, the Director of Finance advised that these would be minimal; cash flow impact and the risk of fraud were both small.

### **OPTIONS**

**The option to do nothing had been considered and it was not recommended due to the fact that central government had placed responsibility on local authorities to support guests and make check on sponsors. It was therefore necessary to have a management plan in place.**

### **ORDERED**

**That the impact of the Homes for Ukraine programme in Middlesbrough be noted and that the management approach, to introduce the scheme locally, be agreed.**

### **REASON**

**Introducing the management approach planned to allow the Council and key partners to provide services to sponsors and guests and ensure that any support needs were met.**

21/123

### **STAR ACADEMIES - OPTION FOR LAND DISPOSAL**

The Executive Member for Environment, Finance and Governance and the Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to outline the case to provide Star Academies, in partnership with Eton College, with a first option to purchase the designated land at Middlehaven under agreed commercial terms, subject to outlined conditions.

Star Academies was recognised for its extensive experience of establishing, developing and continually improving outstanding schools that delivered outstanding results, including in terms of the progress made by pupils from disadvantaged backgrounds and for progress made by their most able learners.

The site, identified as site No 19, highlighted in Appendix A of the submitted report was 1.45 acres, and had been declared surplus to the operational requirements of the Council and was currently being held as available for sale.

The Council's vision for the regeneration of Middlehaven included the development of educational provision in the area, including development at Middlesbrough College and Outwood Academy Riverside. The development of educational provision in the area brought animation to Middlehaven and increased footfall in both the immediate area and the town centre.

It was planned that the commercial principles would involve the following:

- Star Academies being given the ringfenced option to acquire the land - subject to achieving DFE support and funding for the sixth form college development;
- land being disposed of at market value; and
- the land being subject to revaluation.

## **OPTIONS**

The Council could have chosen not to support the disposal of a site. That, however, would have led to the potential of the project being delivered elsewhere. Middlesbrough Council recognised both the educational benefits the project would deliver, along with the wider economic and regeneration impacts that such an opportunity presented. Therefore, the Council was committed to ensuring that it facilitated a site that met the key objectives of the project.

The Council could have facilitated the site on non-commercial terms. The application of the asset disposal policy had been applied to the last three educational developments in which all three had included land disposals. For the three transactions, commercial terms had been agreed. As such, it was imperative that the Council maintained its position that the asset disposal policy was followed and equity in its application towards the principles of commerciality in the transaction was maintained.

## **ORDERED**

That Star Academies be provided with a first option to purchase the designated land at Middlehaven under agreed commercial terms, subject to:

- DFE funding for the project being approved;
- the land being disposed under commercial terms at market value; and
- a further report being brought to Executive on the detail of the disposal, in accordance with the Council's Asset Disposal Policy.

## **REASON**

The decision was recommended for the following reasons:

- the previous three educational developments had all been progressed on commercial terms, namely Discovery School at Natures World, Northern School of Art and more recently Outwood Academy Riverside at Middlehaven;
- the proposal would fit with the Council's vision for the regeneration of Middlehaven;
- it would generate a capital receipt;
- ensuring the parcel of land was ringfenced for the development signalled a clear commitment to all parties that the Local Authority was supportive of the proposal; and
- the future potential disposal may be at a value in excess of the £150k threshold.

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

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Executive Member for Culture and Communities Director of Regeneration and Culture
<b>Submitted to:</b>	Executive
<b>Date:</b>	10 May 2022
<b>Title:</b>	Cultural Capital Investment Prospectus
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Strategic priority:</b>	Culture
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will incur expenditure or savings above £150,000
<b>Urgent:</b>	No
<b>Why:</b>	Not applicable

<b>Executive summary</b>	
<p>The purpose this report is to:</p> <ul style="list-style-type: none"> <li>• brief the Executive Members on the Cultural Capital Investment Prospectus and Cultural Partnership; and</li> <li>• gain support for the Cultural Development Fund (CDF).</li> </ul> <p>It is proposed that the Executive:</p> <ul style="list-style-type: none"> <li>• supports the development of Middlesbrough Cultural Partnership's plans for investment across the town; and</li> <li>• approves that provided the holistic budget limit is not exceeded, that the Director of Regeneration and Director of Finance be delegated authority on all decisions pertaining to the delivery of the Cultural Development Fund, including: <ul style="list-style-type: none"> <li>- entering into a funding agreement with Arts Council England;</li> <li>- procurement and contractual arrangements;</li> <li>- appointment of specialist advisors;</li> <li>- marketing and communications; and</li> </ul> </li> </ul>	

- asset management and operations.

The recommendations are considered the only realistic option – the CDF specifies the projects and the outputs that are to be delivered on behalf of Arts Council England – the decision is whether the Council is to comply with the proposed Funding Agreement and its associated benefits and risks, or to reject the funding offer.

The principal implications are financial and legal in that the Council must fulfil its obligations to Arts Council England as per its Funding Agreement.



## **Purpose**

1. The purpose this report is to:
  - a. brief the Executive Members on the Cultural Capital Investment Prospectus and Cultural Partnership; and
  - b. gain support for the Cultural Development Fund.

## **Background and relevant information**

### *Middlesbrough Cultural Partnership*

2. Middlesbrough Cultural Partnership is a collective of arts, heritage and culture organisations, businesses and freelancers on a mission to 'Make Middlesbrough the Most Creative Town in the UK'. The partnership was established after the launch of Middlesbrough Council's Cultural Strategy in 2017. The partnership came together as a group of artists; arts and culture organisations; and, professionals to be a voice for creativity in Middlesbrough.
3. The Cultural Capital Investment Prospectus, developed by the partnership, is a live document which brings together the current opportunities for investment within the town's creative sector.
4. Through the delivery of these and other related projects, the partnership will contribute to the regeneration of Middlesbrough: improving the public realm; growing opportunities for cultural and creative engagement; strengthening the local infrastructure and economy; and adding to Middlesbrough's attractiveness as a place to live, work and visit.
5. The partnership held an online event on Monday 25<sup>th</sup> April to officially launch the prospectus to both internal and external stakeholders who will be instrumental to delivering the projects detailed in the prospectus.

### *Cultural Development Fund (CDF)*

6. The partnership worked collectively to bid to the Cultural Development Fund (CDF) for an investment of £4.25 million in the town. Organisations involved in the bid included Middlesbrough Council, MIMA, The Auxiliary, Middlesbrough Railway Station and Platform Arts. The partnership has successfully been awarded £4.25 million for this project from the Department for Culture, Media and Sport.
7. Feasibility studies for each organisation have been completed by consultants and a breakdown of the elements that the funding will cover for each of the respective organisations is tabulated overleaf.

<b>Central Library</b>
<ul style="list-style-type: none"> <li>• A new fully accessible fire proof passenger lift to all floors of the building.</li> <li>• Internal refurbishment of all library spaces and meeting rooms into a flexible learning family space - whilst maintaining heritage / original features.</li> <li>• Creation of a flexible new event space on the first floor.</li> <li>• New Maker Space pod and equipment.</li> <li>• Creation of a shared structure in garden area between the library and MIMA for use as an events space.</li> <li>• New accessible toilet / baby change – (funded by MBC capital.)</li> <li>• New reception desk/area relocated to a new space – (funded by MBC capital.)</li> </ul>
<b>MIMA</b>
<ul style="list-style-type: none"> <li>• Refurbishment of existing auditorium to create a new flexible archive and store with public access</li> </ul>
<b>The Auxiliary</b>
<ul style="list-style-type: none"> <li>• Extending their studios on Station Street – recladding of the warehouse and building of a mezzanine to use the full height for more studios and a gallery.</li> <li>• Installation of a lift in to make the building accessible.</li> <li>• Enhanced studio space and more open space in the downstairs of the building, possibly as use as a community hub, a small shop and a bar and food area.</li> <li>• All space will be flexible for different purposes.</li> </ul>
<b>Platform Arts</b>
<ul style="list-style-type: none"> <li>• Development of a print making workshop to enable group activity and sale of materials.</li> </ul>

8. Cultural regeneration is essential to our town and even more important due to the global pandemic and the improvements to the cultural facilities listed above will have a huge impact on our residents and the partnership considers that this could become a significant element of the recovery of the town.

### **What decision(s) are being recommended?**

That the Executive:

- supports the development of Middlesbrough Cultural Partnership’s plans for investment across the town; and
- approves that provided the holistic budget limit is not exceeded, that the Director of Regeneration and Director of Finance be delegated authority on all decisions pertaining to the delivery of the Cultural Development Fund, including:
  - entering into a funding agreement with Arts Council England;

- procurement and contractual arrangements;
- appointment of specialist advisors;
- marketing and communications; and
- asset management and operations.

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

9. The funding has been secured to deliver significant improvements across the cultural provision of the town

### **Other potential decision(s) and why these have not been recommended**

10. Other decision is to not accept the funding, it is not recommended due to the council applying for this funding

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

#### ***Legal***

11. The Council must enter into a Funding Agreement the grant terms of Arts Council England and partnership agreements must be in place with all partners.
12. If the funding is deemed to be in breach of the Subsidy Control Laws at some point in the future, the Council will be required to pay it all back. Therefore the partnership agreements will mirror this. However, there is the risk that some SME's partners will not be in the position to agree to these terms this. The assessment of Legal Services is that this is an unlikely risk.
13. Arts Council England will need security over Carnegie (Central) Library, MIMA and the Auxiliary in the form of deeds of covenant with restriction on title over the freehold for 20 years.

#### ***Strategic priorities and risks***

<b>Risk No.</b>	<b>Risk Description</b>	<b>Impact on the risk</b>
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.	The Middlesbrough Cultural Partnership have gained the funding to develop existing and new attractions for visitors to Middlesbrough so this will have a positive impact on this risk.

<b>Risk No.</b>	<b>Risk Description</b>	<b>Impact on the risk</b>
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.	By enhancing the visitor attractions within Middlesbrough this will have a positive impact on the area and should support growth and help the town recover so this will have a positive impact on this risk.
O1-064	If the funding for events and the capacity within the Events Team is not addressed then this may lead to the Council being unable to expand its programme of festivals and events resulting in the cultural profile of Middlesbrough not being increased and not achieving exposure that comes with a successful festival and cultural programme.	By securing the £4.25M from the Department for Culture Media and Sport this will provide more accessible areas to enable events to take place and should achieve greater exposure of the cultural programme available so this so this will have a positive impact on this risk.
O8-008	If effective partnership working is not achieved, then this will reduce the Council's ability to deliver strategic priorities and key services, resulting in reduced outcomes for local communities.	The Middlesbrough Cultural Partnership have worked collectively to bid for funding and have been successfully been awarded £4.25M in funding to enhance the areas cultural and visitor attraction so this has had a positive impact on this risk.
O2-027	Failure of the Cultural Strategy to raise the role of culture in proactively underpinning the town's strategic city centre aspirations.	The funding received from the Department of Culture Media and Sport will support the town's strategic city centre aspirations and will raise the profile of the Council's Cultural Strategy so this will have a positive impact on this risk.

### ***Human Rights, Equality and Data Protection***

14. No protected groups would be affected by the decision

### ***Financial***

15. The total project cost is £4.673m with match funding of £83,000 being provided by the University Of Teesside and £340,000 provided by the Council. The Council's match funding is identified within the current Investment Strategy with £250,000 coming from the Future High Street Funds grant and a further £90,000 from Council resources. As such, no additional funding is being requested.

16. The capital works on the Central Library will not result in any ongoing revenue commitments.
17. The capital element of the grant will be provided to the Council and partners through staged payments based on the successful completion of stated milestones. This presents an issue with one of the partners, which does not have sufficient funds to pay for its works and be reimbursed at a later date. In order for the partner to benefit from the grant it is proposed that the Council will act as the payee of its invoices. This presents issues in respect of both cash-flow and exposure to risk.
18. The partner's element of the grant is £975,000. On review of the programme of works and comparing to the Arts Council England's staged payment schedule, it is estimated that the Council would be required to fund a maximum of £430,000 of the partner's costs at any given point prior to the grant being released.
19. Other than treasury management, the risks to the Council are associated with the organisation complying with the grant conditions at all times to ensure that expenditure incurred is deemed eligible by the awarding body. To ensure that this is achieved, the Council will take overall control of project management, which will include the verification of contracts awarded to safeguard against ineligible expenditure, non-compliance in terms of procurement and any other issues that would expose the Council to financial risk.

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

<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>
Appendix 1 sets out the actions required by the Arts Council England Funding Agreement.	Geoff Field, Director of Environment (Project Sponsor)	October 2024

### **Appendices**

<b>1</b>	Actions required by the Arts Council England Funding Agreement
<b>2</b>	Cultural Development Fund summary
<b>3</b>	Equality Impact Assessment

### **Background papers**

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

**Contact:** Charlotte Nicol  
**Email:** Chrlotte\_nicol@middlesbrough.gov.uk

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## Appendix 1 – Actions required by the Arts Council England Funding Agreement

Ref. No.	Action
<b>1.</b>	<b>Milestone 1: From feasibility through to design development but prior to letting of main contract (construction project) or purchase of equipment</b>
1.1.	Bank Details Form
1.2.	Signed Acceptance
1.3.	Completed expenditure listing on Grantium
1.4.	An interim report form as described in Clause 4.4 of the Offer Letter
1.5.	Updated procurement method statement including partner organisation procurement policy
1.6.	Completion of Security as set out in Section 8 of Schedule 1
1.7.	Confirmation of appropriate partnership agreement in place between partners
<b>2.</b>	<b>Milestone 2: From letting of main contract (construction projects) or first purchase of equipment through to halfway point of capital project</b>
2.1.	Completed expenditure listing on Grantium
2.2.	An interim report form as described in Clause 4.4 of the Offer Letter
2.3.	Evidence that you have received all appropriate statutory consents to undertake the Agreed Programme
2.4.	A copy of the tender review report and or Agreed Contract Sum for the Agreed Programme that has been followed our requirements for procuring goods, works or services goods and contracts as stated in Clause 6.4.9-6.4.15 of the Terms and Conditions
2.5.	Evidence that you have secured all the funding for the Agreed Programme
2.6.	Provision of confirmation and evidence of registration of Security
2.7.	Provision of confirmation of Platform A lease agreement
<b>3.</b>	<b>Milestone 3: From halfway point of capital project timetable up to completion</b>
3.1.	Completed expenditure listing on Grantium
3.2.	An interim report form as described in Clause 4.4 of the Offer Letter
<b>4.</b>	<b>Milestone 4: Retention to be released only on certified completion of project</b>
4.1.	Completed expenditure listing on Grantium
4.2.	A final activity report form
4.3.	A statement of income and expenditure for the Agreed Programme that has been certified by an independent qualified accountant, including confirmation that all Grant expenditure will be capitalised on your balance sheet

## Appendix 1 – Actions required by the Arts Council England Funding Agreement

Ref. No.	Action
4.4.	Submission of a costed maintenance and management plan
4.5.	Submission of completed CDF 2 project evaluation
4.6.	Final list of the Project Assets at Platform A and Centre Square
<b>5.</b>	<b>Project Planning &amp; Design [April – October 2022]</b>
5.1.	Evidence of Auxiliary capital purchase
5.2.	Agree revised work plan
5.3.	Review project cash flow & budgets
5.4.	Appoint lead consultant & design team(s)
5.5.	RIBA 2 concept designs – Library, MIMA & The Auxiliary
5.6.	Produce detailed plan & commissioning process for artist residencies; review and update audience engagement targets
5.7.	Agree revised audience/ engagement targets for most Creative Train Station project
5.8.	Finalise Partnership Agreement & Match/ In kind commitments
<b>6.</b>	<b>Capital Work: The Auxiliary [May – June 2022]</b>
6.1.	RIBA stages 3-4 completed
6.2.	Appoint contractor(s)
6.3.	RIBA 5 – Construction
6.4.	Completion & handover to The Auxiliary
<b>7.</b>	<b>Capital Work: MIMA &amp; Carnegie Library [October 2022 – September 2024]</b>
7.1.	Submission & approval of planning documents
7.2.	RIBA stages 3-4 completed
7.3.	Appoint contractor(s)
7.4.	RIBA 5 – Construction
7.5.	Completion & handover
<b>8.</b>	<b>Capital Work: Railway Station / Platform A [October 2022 - October 2024]</b>
8.1.	Complete lease agreement – Network rail
8.2.	Procure equipment & fit out
8.3.	Equipment installation & fit out
<b>9.</b>	<b>Artists Residencies</b>



## Appendix 1 – Actions required by the Arts Council England Funding Agreement

Ref. No.	Action
9.1.	Recruit/ commission artists in residence
9.2.	Deliver residency activities
9.3.	Launch/ deliver promotional campaign
<b>10.</b>	<b>Economic impact</b>
10.1.	Creative Industries/ employment targets met
10.2.	Skills/ training outputs achieved
10.3.	Business plan post CDF agreed (3-5 yrs.), showing projections for increased revenue/ sales & visitor/ engagement numbers
<b>11.</b>	<b>Evaluation</b>
11.1.	Establish framework
11.2.	Procurement of evaluation partners
11.3.	Establish peer evaluation group; identify peer lead partner
11.4.	Ongoing evaluation updates
11.5.	Delivery of evaluation report

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# Middlesbrough Cultural Capital Investment Prospectus



2022



# Contents

5

## **Introduction**

7

## **List of Partners**

9

## **Our Vision**

11

## **Why Now is the Time**

15

## **Description of Projects Against Key Outcomes and Principles**

19

## **Outcomes**

21

## **The Way Forward**

23

## **Appendix: Project Descriptions**

Development of this prospectus was supported by Mark Robinson,  
Thinking Practice. [www.thinkingpractice.co.uk](http://www.thinkingpractice.co.uk)

# MASHAM HOTEL

## Navigator North

An artist led organisation  
making space for the  
creative community.

- Everyone welcome -

[masham.co.uk](http://masham.co.uk)



# Introduction

**“The creative industries is the fastest growing sector of the UK economy. We have the legacy, the talent and the opportunity to do more, and to use culture to unite communities, encourage investment and accelerate economic growth.”**

Dame Jayne-Anne Gadhia, chair of Cultural Cities Enquiry, 2019

The creative sector creates jobs, adds to the vibrancy of a place, brings people together, supports better health and wellbeing and helps express the ever-evolving identities of where we live and who we are as a community. To make Middlesbrough a great town, we need to make it a creative town: our ambition is for Middlesbrough to be the most creative town in the UK. To do that, we need great, attractive, environmentally sustainable, accessible spaces that artists, makers, audiences, participants, creative businesses, local people and visitors can use to lead creative lives.

Middlesbrough Cultural Partnership was founded to bring together arts and culture organisations and professionals in Middlesbrough to be a unified voice and an influential authority acting regionally and nationally. We have supported Middlesbrough’s Cultural Strategy and become a significant force for community benefit and economic renewal. In doing so, we are changing negative perceptions about Middlesbrough, helping to attract visitors and investors, retaining creative talent, and adding to the things that bring pride to local people. Since we came together, many organisations have begun to use buildings and venues in Middlesbrough, especially in the town centre, to benefit artists, creative businesses, audiences and local communities. As we rebuild from the shocks of the pandemic, the creatives of Middlesbrough stand ready to play their part in the regeneration of our town: reconnecting people with the town centre and each other, improving the public realm, contributing to the local economy, creating career opportunities, improving people’s health and wellbeing, and re-imagining the images and stories for which Middlesbrough is known.

This prospectus brings several capital investment opportunities together in one place, within the wider context of Middlesbrough’s Cultural Strategy. It describes how we aim to develop those opportunities and the potential outcomes for Middlesbrough and those who invest here. It is informed by our collective insight, knowledge and ambitions. We hope you will join us in creating the spaces and places in which creativity can thrive in Middlesbrough.



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# List of Partners

**We are a group of organisations and individuals working together to make Middlesbrough the most Creative Town in the UK.**

Base Camp  
Blue Cabin  
Borderlands – Creative People and Places  
Marsha Garratt  
Investing in People and Culture  
Middlesbrough Art Weekender  
Middlesbrough Council  
Middlesbrough Events  
Middlesbrough Mela  
Middlesbrough Museums  
Middlesbrough Theatre  
Middlesbrough Town Hall  
MIMA  
National Trust Ormesby Hall  
Navigator North  
Platform Arts  
Pineapple Black  
Sabaat Gallery  
The Auxiliary  
The Other Perspective  
The Northern School of Art  
Taste of Africa  
Teesside University  
Tees Valley Arts  
Twisterella Festival



# Our Vision

Our vision for capital development is to create the facilities the cultural and creative sector needs to play a full role in the transformation and regeneration of Middlesbrough. In doing this, Middlesbrough can also benefit from the fastest growing area of the UK economy pre-pandemic: the creative industries. The Creative Industries Federation found that pre-pandemic creative industries contributed £115.9 billion GVA to the UK economy, growing four times faster than the UK economy as a whole. Creative industries' jobs grew at three times the UK average. Over the last decade, this has been mirrored locally as artists and arts organisations have been attracted to work in Middlesbrough. There is now an appetite for growth and an urgent need to shift from temporary to permanent situations to boost the cultural economy, the artistic ecology and benefit local communities. There are people, projects and organisations with clear potential to develop 'anchor' spaces across visual arts, music and performance and opportunities to grow the size and number of cultural hubs in the town.

The investments detailed in this prospectus would support or create 12 new or substantially improved facilities, more than 60 studio spaces for artists and creative businesses, 23 new jobs and protect more than 50. They would support over 200,000 engagement opportunities per year.

They will:

- Encourage cultural entrepreneurs to root themselves in Middlesbrough longer-term with a greater degree of control and security over their destinies
- Build the facilities and resilient organisations needed for creatives to work safely, productively, and brilliantly for the benefit of the local economy and communities
- Build the creative resilience of individual businesses and a sector that is vital to the overall resilience of the town
- Create a thriving ecology of people, spaces and facilities that encourage creative innovation and community activity
- Enable talented graduates, artists and makers to live and work in Middlesbrough
- Animate the transformed town centre with creative possibilities, attracting local communities and audiences from outside the town
- Demonstrate to others how local creative organisations can become an integral part of the reimagining of a town



# Why Now is the Time

As we emerge from the worst of the pandemic and focus on recovery, we have a resilient sector ready for growth and a positive strategic and fundraising context. There is a strong strategic fit with a range of potential funders and stakeholders, centred on a collaborative approach to building creative opportunities, civic participation, individual and community resilience and well-being in ways that also reinvigorate Middlesbrough town centre, helping to join up key sites across the town so that people spend more time, more creatively than ever before. Our plans align closely with local strategies for regeneration and economic growth and aim to embed creativity as a driver for both.

## An established Cultural Partnership

The Middlesbrough Cultural Partnership was created in 2018 to bring together arts and culture organisations and professionals in Middlesbrough to be a unified voice and an influential authority acting both regionally and nationally. In the last financial year, we worked with over 450 artists and brought in more than £1 million in fundraised income to the town. The Partnership has 20 members reflecting key parts of the cultural and community ecology in Middlesbrough: independent promoters, arts organisations, museums, visitor attractions, venues, higher and further education, venues and the local authority and community groups.

The aims of the Middlesbrough Cultural Partnership are to:

- Provide a voice for the whole cultural sector in Middlesbrough
- Develop a wide ambition for the role of arts in the town
- Present a collective offer and voice to Middlesbrough's people, visitors and to the broader region
- Develop a way of working that builds, enables and champions creativity and participation for artists and audiences
- Build on the impact of artistic programmes
- Engage everyone creatively
- Work collaboratively with local and international artists
- Support the Arts Council England 'Let's Create' Strategy 2020-2030

The vision of the Cultural Partnership is to make Middlesbrough the most creative town in the UK, which is very much in keeping with that of Middlesbrough Council's refreshed cultural strategy that places community centred culture at the heart of economic and social recovery from Covid19.

# Why Now is the Time

## A positive strategic and investment context

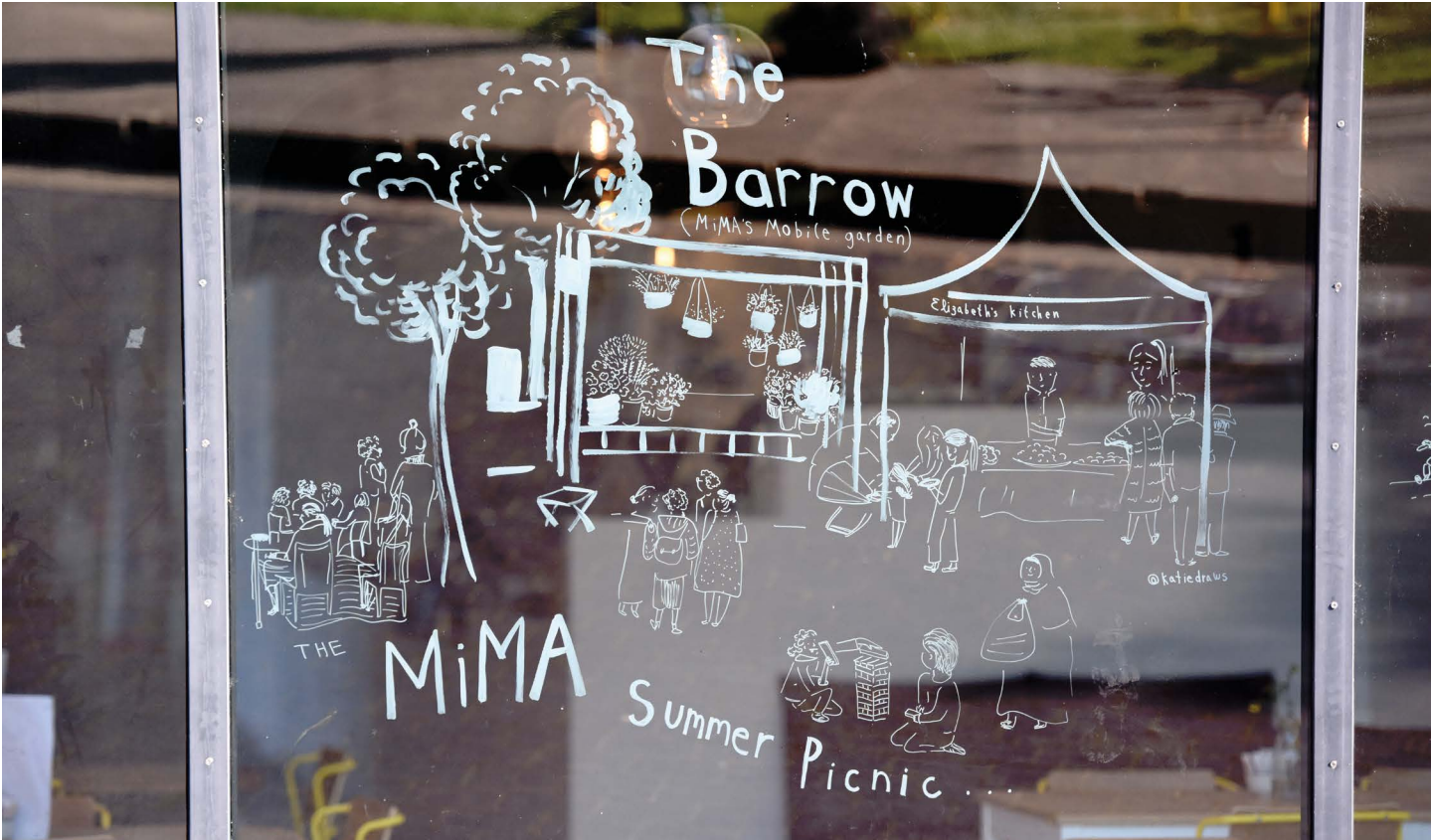
Although competitive, the strategic landscape is favourable for fundraising. Middlesbrough and the Tees Valley are seen as potential priority areas for investment in a number of contexts:

- The current Government's 'levelling up' agenda (e.g. MBC was awarded £14,170,352 for improvements to the town centre.)
- The targeting of places with potential for much higher statistical engagement with creativity, culture and heritage
- Middlesbrough is now one of Arts Council England's Priority Places as part of the Tees Valley
- Economic regeneration agendas with the Tees Valley and nationally, including the strategies of the Tees Valley Combined Authority, which include culture and creative industries as priority areas
- Graduate retention and progression into work and business from Northern School of Arts and MIMA School of Art and Design within Teesside University
- Northern School of Art £14.5 million capital development has created a 5,200 sq. metre college level campus building
- MIMA is no longer a new capital development but remains the largest gallery in Middlesbrough and now forms part of Teesside University's MIMA School of Art and Design, which also includes several other buildings in its assets
- Boho and Digital City have developed Middlesbrough into a fast-growing centre of employment in digital technology, employing 100s of creatives
- The North East Cultural Partnership 'Case for Culture' has five aspirations: participation and reach, children and young people, talent and progression, economic value, and distinctiveness and innovation
- Culture-led or -influenced regeneration: Baker Street/Bedford Street area for independent creative shops, pubs and cafes, Orange Pip market events; festivals such as the Mela and Middlesbrough Art Weekender, Platform A gallery and studios on the railway station, Base Camp venue and studios nearby on Exchange Square

Alongside these sit a critical mass of potentially sustainable organisations, with diverse but complementary focuses, who have proven their value to the cultural ecology over recent years. There are strengths in visuals and media arts, building on the quality of graduates. The Auxiliary and Navigator North have



Images: Above, The Barrow, MiMA garden. Below: MiMA window, illustrations by Katiedraws. Photos courtesy of MiMA



## Why Now is the Time





developed spaces with potential. Pineapple Black have provided opportunities for emerging artists. The Other Perspective/Investing in People and Cultures have built on their work with MIMA to use the old International Centre on Abingdon Road to provide creative spaces for asylum seeker and refugee communities in Middlesbrough. The people involved in these organisations have a common desire for growth and the kind of agency that flows from thinking longer-term and having greater security.

These projects connect to the talent pipeline running through Middlesbrough schools, colleges and university provision. Employability in the creative industries is a potential focus for the new Tees Valley Cultural Education Partnership and would be enhanced by the projects in this prospectus. The role of many different types of 'literacy' – reading, writing, digital, visual, imaginative – would be enhanced by the projects described, giving new places and space for people to build habits of civic participation that will improve their life chances.

The Cultural Cities Enquiry commissioned by the Core Cities group argued for collaboration, in the form of Cultural Compacts, across cities and large towns so that places could benefit from the results of cultural and creative activity. The independent enquiry showed how culture and creativity animate places, driving footfall and retail and hospitality spending. They also create positive perceptions of places, promoting investment, supporting land values, and keeping talent in cities by creating effective pipelines for recruitment and progression. They argue that 'Under-utilised cultural assets can be deployed more effectively to stimulate local investment and enterprise', which this prospectus seeks to do. The Enquiry specifically identifies that capital investment 'can catalyse sustainable economic development', through better use of property assets.

Middlesbrough Cultural Partnership wants to take a collective portfolio approach as recommended by Core Cities Enquiry (albeit without a Compact). We will draw on the learning from successful models elsewhere: shared purpose, investing in studio organisations, shared workspaces and collaborative efforts drawing on public and private sector experience of development. We see this as the best approach now to strengthen the cultural ecosystem and reanimate Middlesbrough.

Potential match funding sources for investments include Arts Council England streams, including capital grants, National Lottery grants for Heritage Historic England Shared Prosperity Fund/ Community Renewal Fund and Future High Streets Fund. The projects here will also look to the future, as yet unknown funding opportunities, and private investors.



# Description of Projects Against Key Outcomes and Principles

This prospectus is put forward collectively by Middlesbrough Cultural Partnership. It acknowledges that funding may come available at short notice, that projects may develop unexpectedly, and that opportunities may arise that have not been captured through this process. Every project described here has merit for investment from some source and is in keeping with the Partnership's aims. This prospectus is a live document and will continue to be updated as new projects emerge. Any projects coming forward for inclusion will be considered against the outcomes and principles described here.

A number of key principles have been identified and considered in including projects in this prospectus. Comparing the projects against the key outcomes and principles suggests a rationale for seeking opportunities to support proposals from independent arts organisations and those within the emerging visual arts cluster. These also suit other town centre strategies and developments.

Middlesbrough Council and Middlesbrough Cultural Partnership will work with projects to increase those areas of potential, investing in feasibility and development. This will allow the Partnership to align projects or groups of projects with particular funds as and when they become available. The artist-led projects have generally been considered to have some economic impact but are restricted by current limits of most artists' models: as with other artist-led projects this could be strengthened through specific work by the Cultural Partnership to focus on earning and sustainable livelihoods for creatives.

This section will also assist with any future prioritisation that may be needed to shape applications or decisions around particular funds, given their priorities, and shared with potential investors or grant-funders or priorities with regard to the projects.

Our six key principles for inclusion are:

- **RESILIENCE:** Contribution to organisational/business model resilience and position in Middlesbrough/Tees Valley ecology
- **CULTURAL ECOLOGY:** Strengthening the overall cultural ecology in Middlesbrough by developing facilities, offers and connections
- **CULTURAL COMMUNITIES:** Benefit to Middlesbrough citizens via cultural and creative engagement, including health and wellbeing benefits
- **ECONOMIC DEVELOPMENT:** Employment and progression for creative people making their livings based in Middlesbrough

## Description of Projects Against Key Outcomes and Principles

- **STRATEGIC FIT:** Contribution to partner strategies that demonstrate shared focus with Middlesbrough Cultural Partnership's aims
- **DELIVERABILITY:** The extent to which a project is ready to be delivered within the necessary timescale or could be with a modest investment in feasibility work

The first four are also critical drivers for many projects, to different extents depending on circumstances. The following section gives brief outlines of each of the currently identified projects. We have grouped them into projects ready for investment, where some feasibility and design work has been carried out to allow estimates of costs and outputs and projects in development.

### Ready for investment

Our 'ready for investment' projects include several sites in the town centre, to create a new cultural quarter from railway station to Centre Square.

#### The Auxiliary

- New/refurbished studio and gallery in a 10,000 sq. ft. warehouse consisting of two galleries, 14 studios for 25 artists and workshop/performance space

#### MIMA/Middlesbrough Council: Centre Square

- A new cultural quarter for the town, bringing the Library and MIMA together through a collaborative urban garden structure attracting families and events. There will also be new creative and enterprise events spaces that can be jointly and individually programmed and can connect to event spaces in the Town Hall. A new ceramics gallery will house MIMA's nationally significant collection. This will connect to a new maker space within the Library

#### Platform A

- Develop space at rail station for an art bookshop gallery and printmaking facility to create new income streams and facilities for artists and communities

## Description of Projects Against Key Outcomes and Principles



These projects will create eight direct jobs and 13 indirect jobs. The scheme will also retain and secure a further three existing jobs. Based on the 2019 report 'Contribution of the arts and culture to the UK economy', the £5 million investment will support an additional £5.24 million in the wider economy through indirect and induced multipliers. The scheme will also create an additional £284,301 in employee compensation supported in the broader economy through indirect and induced multipliers.

Also in development are projects from a range of other partners:

Base Camp  
Middlesbrough Council  
Middlesbrough Museums  
Middlesbrough Theatre  
National Trust Ormesby Hall

Navigator North  
Teesside University  
The Other Perspective  
Pineapple Black

Details on projects in development can be found in the Appendix.



# Outcomes

The main outcomes of these projects would fall into our priority areas. The table below summarises the logic model and potential measures of success. More detailed predictions or targets will be developed for specific bids.

## Our measures of success will be:

- More sustainable business employing more people
- More engagement with culture by local people
- Graduate retention rates
- The health and wellbeing benefits for local people
- A healthier, more resilient cultural ecology: People spending more time and money in Middlesbrough town centre

Outcome area	Logic	Measures of success
<b>RESILIENCE:</b> Organisation/ business model resilience	Greater stability and better assets for use in their businesses will enable arts and culture organisations to build resilient business models in Middlesbrough.	Sustainable businesses – surpluses and reserves. Employment numbers. Diversity in workforces and audiences. Depth of engagement with artists and communities.
<b>ECOLOGY:</b> Reinforce overall ecology and organisation position in Middlesbrough/ Tees Valley ecology	Stronger organisations in a well-networked ecosystem will create pathways for progression, and draw in more people as participants and audiences.	Employment numbers. Diversity in workforces and audiences. Number of apprentices/start ups. Graduate retention rates.
<b>COMMUNITIES:</b> Creative communities: benefit to Middlesbrough citizens via cultural engagement	People will benefit from more and better facilities for creative community engagement, run by resilient businesses.	% of people engaging in creativity. Health and wellbeing benefits for those that engage.
<b>ECONOMIC DEVELOPMENT:</b> Employment and progression	New public offers leads to increased footfall, leisure and associated expenditure as well as funding, leading to better employment and progression prospects.	GVA in museums, galleries and libraries, music, performing and visual arts. Visitor spend to venues in Middlesbrough. % High Street occupancy.



MIMA

MIDDLESBROUGH  
INSTITUTE OF MODERN ART  
A USEFUL MUSEUM

OPENING TIMES  
TUE-WED 10:00  
THU 10:00  
FRI-SAT 10:00  
SUN 10:00  
MON CLOS

FREE ENTRY  
WWW.MIMA

PART OF DEE GRE UNIVERSITY  
FUNDED BY ARTS COUNCIL ENGLAND  
AND MIDDLEBROUGH COUNCIL



# The Way Forward

There is a rationale for looking for opportunities to support the proposals from the independent arts organisations and those within the emerging visual arts cluster, and those projects which bring in other artforms and encourage footfall. These also suit other town centre development strategies and developments and could complement others.

Middlesbrough Council and Middlesbrough Cultural Partnership will work with projects to increase those areas of potential, using investment into feasibility and development. This will allow the Partnership to align projects or groups of projects with particular funds as and when they become available. The artist-led projects have generally been considered to have some economic impact but are restricted by current limits of most artists' models: as with other artist-led projects this could be strengthened through specific work by the Cultural Partnership to focus on earning and sustainable livelihoods for creatives.

## **Key actions for 2022:**

- Start work on the £5 million Cultural Development Fund (CDF) project (awarded March 2022)
- Feasibility Studies to be commissioned for projects needing them
- Develop bids for new TVCA funds
- Meet with potential funders
- Identify investment from Middlesbrough Council and 'levelling up' funds
- Development work



# Appendix: Project Descriptions

## THE AUXILIARY

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### DESCRIPTION OF ORGANISATION

The Auxiliary Project Space is an artist-led contemporary and sonic arts organisation. It is a site for the production of experimental and sound art practices. It encourages and promotes the sonic arts through investigating the rich local industrial heritage and reimagines the Tees Valley as a site for invigorated, creative industries, enabling local, national and international artists to devise independent art platforms and structures for disseminating contemporary art practices throughout the Tees Valley.

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### PROJECT

- Purchase and create/refurbish studio and gallery space of current building on Station Street (a 10,000 sq. ft. warehouse space consisting of two galleries, 14 studios and workshop/performance space)
  - Develop studio space for approximately 25 artists – including larger ones to support artists working at large-scale
  - Develop gallery space – able to show large scale immersive installations to attract crossover audiences – and to feed into Middlesbrough Art Weekender
- 

### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Security and sustainability for organisation and artists
  - Contribution to arts ecology – artist retention and raising the bar
- 

### POTENTIAL OUTPUTS

The Auxiliary currently employ four (two full-time and two part-time) people and have 11 freelancers. Investment would protect these jobs and create three more part time roles. It would also retain new graduates through internship programmes for art graduates. 25 studios will be developed (currently 14). Potential exists to also invite a commercial element to the space, including breweries, artisan makers and pop-up bar/food offers.

## Appendix: Project Descriptions



### PLATFORM A/Arts

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#### DESCRIPTION OF ORGANISATION

Founded as an extension to Platform Art Studios in 2011, Platform A is a gallery dedicated to innovative developments in contemporary art through its diverse programme of exhibitions. Located in the railway station of central Middlesbrough, Platform A represents emerging and established artists. Platform Arts is a related charity that provides affordable studio spaces in the adjacent building.

---

#### PROJECT

- Plans to develop space at rail station for art bookshop and printmaking facility to create new income streams and facilities for artists and communities
- 

#### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - New income streams, new facilities for makers
  - creating a new gateway to Middlesbrough, enhancing first impression of the town along with improvements to Railway Station, a window to the cultural landscape of the town to encourage visits and increase dwell time
- 

#### CURRENT POSITION

- Currently at feasibility with support from Architectural Heritage Fund (£15k study)
  - An architectural survey is part of the study which is being offered from MBC
  - A study with business plan has been carried out
- 

#### POTENTIAL OUTPUTS

The completed project would create an estimated minimum of three jobs and protect one. There will also be the possibility of an art residency programme.

### MIDDLESBROUGH EVENTS

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#### DESCRIPTION OF PROJECT

Middlesbrough Council Events team would develop a suite of equipment to support events infrastructure for its own events – e.g. Orange Pip – or those of partners such as the annual Mela. The equipment, which will include staging, lighting and sound equipment as well as kit to support live streaming of events would be owned and managed by Middlesbrough Council events team but be available for use by Middlesbrough Cultural Partnership.

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#### CURRENT POSITION

Funding secured from Future High Streets Fund will ensure accessible power points for large scale events in the town and invest in a portable stage that can also be used for large scale events and hired to other local authorities and partnerships.



### MIDDLESBROUGH MUSEUMS AND ARCHIVES

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#### DESCRIPTION OF ORGANISATION

Middlesbrough Museums includes the Captain Cook Museum, located in Stewart Park and the Dorman Museum in Linthorpe.

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#### PROJECT

- Extension into Albert Park and widening offer
  - Scheme includes walled café garden and a larger, more practical Archive Space
  - Alternative: major development of Captain Cook Museum in Stewart Park, including observatory, Dresser and Dorman as co-produced local history
- 

#### AIMS/OUTCOMES

- RESILIENCE
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Stewart Park more conducive to commercial business model and increased visitors (parking, conferencing etc)
  - Diversified museum model
- 

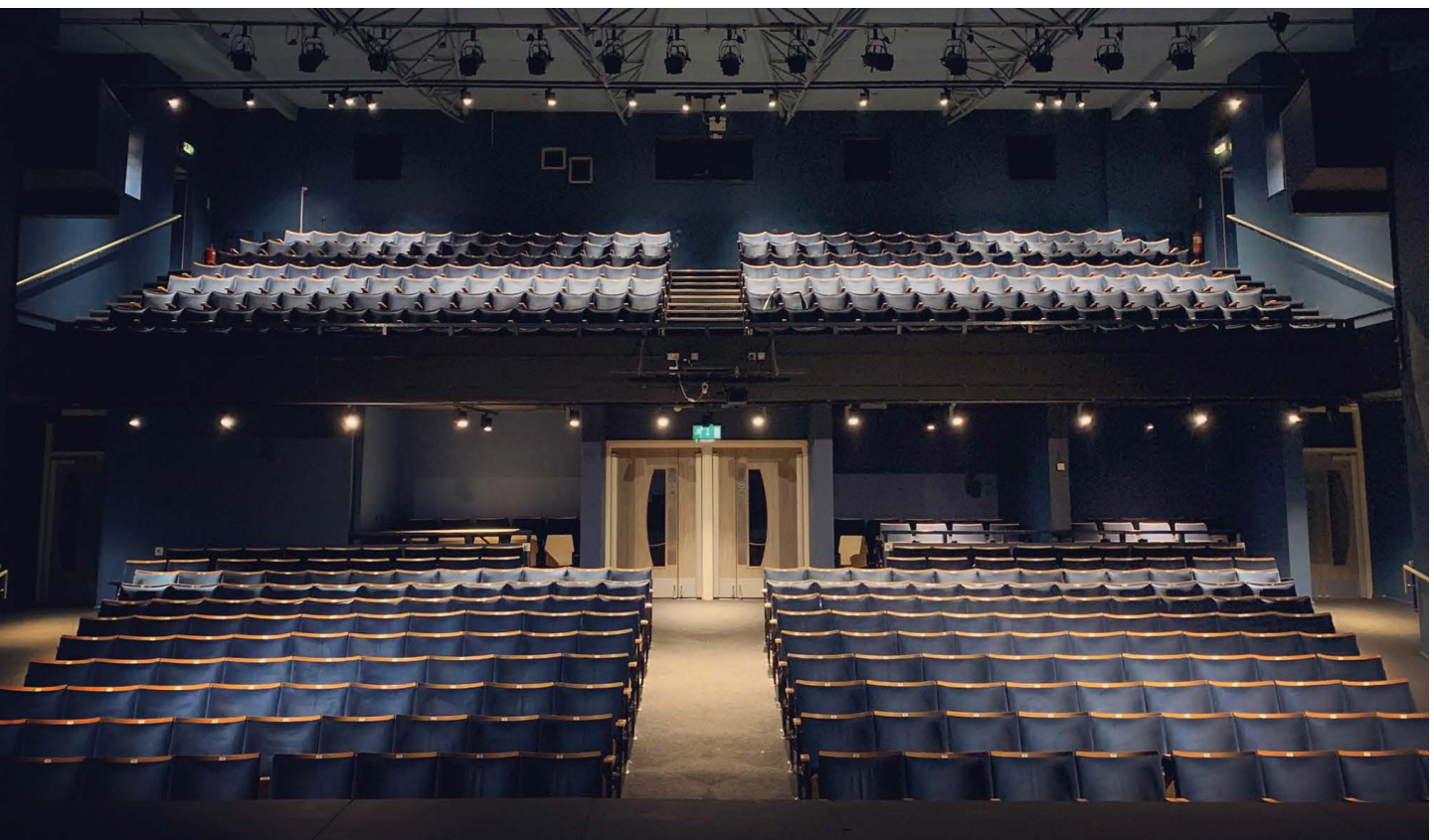
#### CURRENT POSITION

- Feasibility funded by TV Museums NPO funding
  - Current Dorman designs are RIBA stage 1, bordering RIBA stage 2
- 

#### POTENTIAL OUTPUTS

Jobs created: 13 protected, potential increase of visitor footfall to 180,000 per annum.

## Appendix: Project Descriptions





### MIDDLESBROUGH THEATRE

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#### DESCRIPTION OF ORGANISATION

Middlesbrough Theatre is a 484 seat theatre promoting touring shows, local societies and its own productions. It is a Charitable Trust, with Middlesbrough Council as sole trustees.

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#### PROJECT

- Ideas to improve foyer, toilets, rehearsal space and conference suite, either move forwards or build on scene dock at the back
  - Also: Toft Scheme for community hub – £1.5 million. Residency society would like studio theatre
  - Could create rehearsal space/studio theatre and a daytime offer
- 

#### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Refurbishment and improvement to facilities and audience experience, including bar for income stream
- 

#### CURRENT POSITION

- Some costings done by Design services but needs revisiting
  - Toft House, an adjacent building also has potential for development
- 

#### POTENTIAL OUTPUTS

Potential development and training opportunities could be added requiring full time daytime duty manager and then someone to support the daytime program offer plus all the casual positions needed – up to five FTE equivalent.

## Appendix: Project Descriptions



## BASE CAMP

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### DESCRIPTION OF ORGANISATION

Local promoters Ten Feet Tall are based in central Middlesbrough, and have staged a broad range of music and arts events at venues across the North East for the past 20 years. Base Camp is their latest venture - a large Grade II listed building situated by the Railway Station. It is a contemporary venue with a 'city' feel that hosts music events, art shows, talks, independent cinema, networking sessions, maker-markets and more - with several different multi-purpose spaces under one roof. Base Camp also features rehearsal studios and a range of participatory classes, plus a café and outdoor terrace space. Annual footfall is in excess of 50,000 a year.

---

### PROJECT

- To secure a permanent home for Base Camp in Exchange House
  - To develop premises for multi-functional use for a range of different audiences, including accessibility improvements, additional performance and rehearsal spaces, business incubator units and exhibition areas
- 

### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Strong contributor to Middlesbrough's cultural ecology
  - Opportunity to take the Base Camp brand to other spaces and events in the town to expand reach
  - Creation of flagship outdoor spaces
- 

### POTENTIAL OUTPUTS

Approximately 30 jobs created and protected. Increased town centre cultural activity within the Heritage Action Zone. Flagship outdoor space. Business mentoring and support increasing local skills - commercial impact. Increased footfall. Increased regional and national profile. Support graduates. Diversified offer.

## Appendix: Project Descriptions



### NATIONAL TRUST, ORMESBY HALL

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#### DESCRIPTION OF ORGANISATION

Ormesby Hall is a National Trust property in east Middlesbrough. Home to the Pennyman family, and once home to Joan Littlewood's theatre group, this Georgian mansion is surrounded by 240 acres of parkland and farmland, with a colourful Victorian formal garden accompanying the mansion. Visitor number have trebled in recent years.

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#### PROJECT

- Wants to develop a community enabling venue from the Stable Block
  - Building would also include an office space for hire, and a series of event spaces for hire
  - Development would support learning and creative activity with partners
- 

#### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Learning and community enabling opportunities – partnership e.g. Borderlands
  - Support business model of Ormesby Hall through commercial revenue streams
- 

#### CURRENT POSITION

- Feasibility on usages, partnerships and design if approved by Project Board

## Appendix: Project Descriptions



### NAVIGATOR NORTH

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#### DESCRIPTION OF ORGANISATION

Navigator North are an artist-led organisation who initiate activities to raise the profile of artists and creative practice in the North East – inspiring visual artists and creative communities to thrive. Regular programmes offer professional development opportunities and support to artists to make and show work through artist bursaries, commissions, exhibitions, events and residencies in alternative spaces. Navigator North is the lead partner on the High Street Heritage Action Zone (HSHAZ) Cultural Programme 2021-2023.

---

#### PROJECT

- To develop from temporary to permanent space, connected to ongoing work within the Heritage Action Zone and the use of heritage spaces such as The Masham – former pub, converted to retail space and now currently being used by Navigator North as a Creative Space and HSHAZ Project Space
  - Long-term would like to purchase a building to offer sustainable creative space to artists and audiences in Middlesbrough town centre
  - Security for organisation and approx. 30 studio holders
- 

#### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Organisational development and offer to artists via greater security
  - High Street presence for artists, audiences, visible part of the infrastructure, reinvigorating High Street
- 

#### CURRENT POSITION

- Cultural venue now operating in The Masham
- Evidencing impact of activity at The Masham to make a case for more permanent position on Middlesbrough high street
- Looking at feasibility study via Architectural Heritage Fund for alternative historical building
- Organisational development in progress to enable increased capacity, growth and creation of jobs

## Appendix: Project Descriptions





### THE OTHER PERSPECTIVE

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#### DESCRIPTION OF ORGANISATION

The Other Perspective (TOP) is a registered Community Interest Company promoting the social and economic inclusion of asylum seekers, refugees and minority communities. It works with local organisations who can offer practical support, particularly in terms of employment opportunities and training, and supports creative and cultural activity.

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#### PROJECT

- £700k project to repair and redevelop the International Centre on Abingdon Road as a vibrant community hub supporting creative, social, wellbeing and educational activities for Middlesbrough's international community
  - Business Plan includes the development of several income generating streams to support long term resilience including venue hire, catering service and incubator/office spaces
  - TOP will be applying to the Community Ownership fund for £250k towards the project
- 

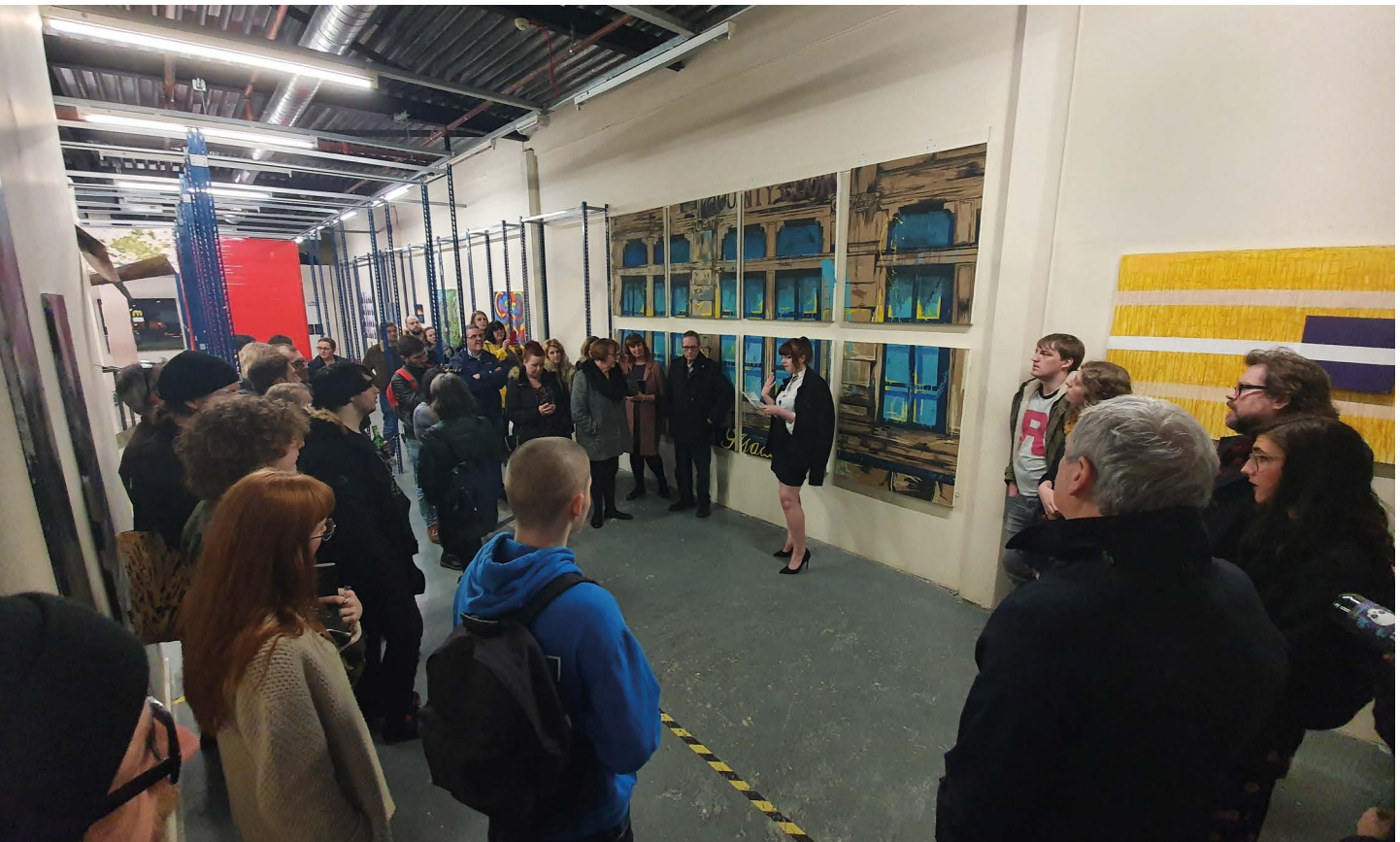
#### AIMS/OUTCOMES

- RESILIENCE
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Security and stability for the organisation and communities served
  - A permanent home for the celebration of international culture at the heart of Middlesbrough
- 

#### CURRENT POSITION

- Freehold of the International Centre on Abingdon Road secured in December 2021
- Architect's drawings for redevelopment complete
- Developing full business plan

## Appendix: Project Descriptions



### PINEAPPLE BLACK

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#### DESCRIPTION OF ORGANISATION

Pineapple Black is a gallery in the Hill Street Shopping Centre, created by artists Bobby Benjamin and Stephen Irving. It has shown group and solo exhibitions with strong connections to local graduates and staff of Teesside University and Northern School of Art. It aims to act as a stepping/buffer zone for artists coming out of University/College, building on models such as The NewBridge Project in Newcastle, providing studio space at an affordable price.

---

#### PROJECT

- Development of facilities in current space to improve accessibility and support exhibitions/events programme
  - Feasibility for new gallery/events space incorporating approximately 40 artist studios
- 

#### AIMS/OUTCOMES

- RESILIENCE
  - ECOLOGY
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Could plan for bigger events, create more 'entry' opportunities for graduates
- 

#### CURRENT POSITION

- Working with East Street Arts on current venue
- Looking at options for a second town centre venue with the capacity to house artist studios and flexible event space

## Appendix: Project Descriptions



### MIDDLESBROUGH COUNCIL REGENERATION

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#### DESCRIPTION OF ORGANISATION

Middlesbrough Council's Regeneration and Culture Teams are working together on a series of projects, which have potential to grow the town's cultural landscape as well as deliver a range of economic and social benefits. A number of Council-owned regeneration sites have been identified as having potential for a creative/cultural use and discussions are underway with the Middlesbrough Cultural Partnership and other stakeholders to develop proposals for each.

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#### PROJECT 1: OLD TOWN HALL

- Restoration and redevelopment of the Grade 2 Listed building
  - Potential for a mixture of artist and maker studios creating a unique shopping/leisure experience for Middlehaven, plus co-working and incubator spaces for the digital and creative sector
  - Being artist-led would create opportunities for further animation, events, workshops, etc
  - See [www.craftanddesign.com](http://www.craftanddesign.com)
- 

#### PROJECT 2: CAPTAIN COOK PUB

- Redevelopment of Middlesbrough's oldest surviving public house (built in 1893), as part of the wider regeneration of Middlehaven
  - Could be a commercial opportunity for the right operator, or a community-run venture, or a hybrid
  - See [www.lakedistrictfarmersarms.com](http://www.lakedistrictfarmersarms.com)
- 

#### PROJECT 3: HOUSE OF FRASER BUILDING

- Potential redevelopment of this iconic town centre building for culture/leisure use
- Opportunity to create a centre for arts and culture at the heart of the town, focusing on art forms not represented in the wider cultural ecology and/or those requiring more space e.g. contemporary theatre, dance, film, animation, music and more
- See [www.homemcr.org](http://www.homemcr.org)

# Appendix: Project Descriptions

## AIMS/OUTCOMES

- RESILIENCE
  - COMMUNITIES
  - ECONOMIC DEVELOPMENT
  - Supporting the development of Middlesbrough's home-grown creatives
  - Growing a critical mass of cultural organisations in Middlesbrough to increase the opportunities for employment and career progression
  - Potential to attract inward investment from national arts organisations looking to relocate and/or grow their programming/residencies outside of London through partnerships
  - Physical transformation of the town centre and people's perceptions of the area leading to increased visitor footfall, dwell time and spend
  - Stronger town centre communities through greater engagement with arts and culture
- 

## CURRENT POSITION

- Developing a joint strategy for Regeneration and Culture
- Draft building plans for Old Town Hall and potential Expression of Interest to National Lottery Heritage Fund for Enterprise Grant
- Structural works on Captain Cook pub due for completion May 2022
- Exploring potential of support from Levelling Up Round 2

### TEESSIDE UNIVERSITY: SCHOOL OF ART & CREATIVE INDUSTRIES

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#### DESCRIPTION OF ORGANISATION

Teesside University is founded on a rich heritage, which has influenced its development into the dynamic, energetic and innovative institution it is today. The School of Art and Creative Industries is currently spread across ten large scale buildings within the Teesside University estate. Four of these are historic facilities ripe for development: Parkside, Mercuria, The Cook and Waterhouse.

---

#### PROJECT

- Investment in this estate, beginning initially with the Grade 2 Listed Waterhouse Building, which was built by Alfred Waterhouse in 1877, just prior to his most famous work, the National History Museum in Kensington
  - Redevelopment of the Waterhouse to create a Creative Industries hub, a Creative Industries enterprise unit and new studios
  - Alongside this, Teesside University will build a large scale Digital Life Centre which will gather together enhanced technical resources for all its world leading digital courses
- 



# Appendix: Project Descriptions

## AIMS/OUTCOMES

- RESILIENCE
- COMMUNITIES
- ECONOMIC DEVELOPMENT
- Supporting the cultural ecology of Middlesbrough and the wider Tees Valley through the creation of a graduate talent pool

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## CURRENT POSITION

- Exploring funding for a feasibility study
- £250k committed by University this year for remedial works to the Waterhouse
- £150k committed by the University this year for remedial works to the Cook









Template for Impact Assessment Level 1: Initial screening assessment

<b>Subject of assessment:</b>	Cultural Capital Investment Prospectus			
<b>Coverage:</b>	Overarching			
<b>This is a decision relating to:</b>	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input 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)		
<b>It is a:</b>	<b>New approach:</b>	<input checked="" type="checkbox"/>	<b>Revision of an existing approach:</b>	<input type="checkbox"/>
<b>It is driven by:</b>	<b>Legislation:</b>	<input type="checkbox"/>	<b>Local or corporate requirements:</b>	<input type="checkbox"/>
<b>Description:</b>	To seek approval to accept Arts Council England funding for the Cultural Development Fund			
<b>Live date:</b>	May 2022			
<b>Lifespan:</b>	3 years			
<b>Date of next review:</b>	N/a			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<b>Human Rights</b> Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*	☒	☐	☐	No negative impact on Human Rights.
<b>Equality</b> 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?*	☒	☐	☐	No adverse impact on protected groups.
<b>Community cohesion</b> Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*	☒	☐	☐	No risk to community cohesion.

<b>Assessment completed by:</b>	C Nicol	<b>Head of Service:</b>	C Nicol
<b>Date:</b>	14/04/2022	<b>Date:</b>	14/04/2022

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

<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Executive Member for Environment, Finance and Governance Director of Environment and Community Services
<b>Submitted to:</b>	Executive
<b>Date:</b>	10 May 2022
<b>Title:</b>	Demolition of the former Slam Nightclub
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Strategic priority:</b>	Physical environment
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will incur expenditure or savings above £150,000
<b>Urgent:</b>	No
<b>Why:</b>	For the purposes of the call-in procedure, this report is not urgent.

<b>Executive summary</b>	
<p>This report seeks an Executive decision to approve the Demolition of the former Slam Nightclub.</p> <p>The building is not in keeping with its location in a designated conservation area which is being invested in by the Council and Historic England, through the High Street Heritage Action Zone (HSHAZ) project. Four of the A66's Viaduct's structural columns are sited within the building. As a result of water ingress at the bridge joint one of the A66 columns, Column 20b, needs significant repair works to make it safe.</p> <p>As a minimum the Council must part-demolish the building in order to carry out essential A66 repair work. The costs to partly demolish and then reinstate the building to a letting standard will cost almost as much as full demolition.</p> <p>Historic England understand the demolition of the SLAM building would mean the elimination of the physical barrier and reinstatement of the permeability between the</p>	

south and north sections of the A66, and it would be one of the key legacy aspects of the HSHAZ project. Therefore the Council's plans for the building will be one of the factors Historic England use to assess how successful the HSHAZ scheme has been.

The impact of approving the report will result in the ability to demolish the building, allow open access for future inspections and maintenance work to A66 overbridge and supporting columns. Removes a building which will detract from the HSHAZ and any future regeneration, is not in keeping with the historic area, attracts ASB, blocks views in and out of the square and reduces pedestrian flows.

## **Purpose**

1. The purpose of the report is to seek Executive approval for the demolition of the former Slam nightclub.

## **Background and relevant information**

2. The 'SLAM' building is in Middlesbrough's Historic Quarter, under the A66. It fronts onto Exchange Square, with the rear facing Wilson Street. The building is on a main thoroughfare from the retail core to the Railway Station, Boho Zone and Middlehaven.
3. The building is in a designated conservation area which is being invested in by the Council and Historic England, through the High Street Heritage Action Zone (HSHAZ) project. Historic England understand the demolition of the SLAM building would mean the elimination of the physical barrier and reinstatement of the permeability between the south and north sections of the A66, and it would be one of the key legacy aspects of the HSHAZ project. Therefore the Council's plans for the building will be one of the factors Historic England use to assess how successful the HSHAZ scheme has been.
4. The property was last used as the SLAM bar and nightclub, which closed its doors to customers in 2016. The building has been vacant since this date. Until recently, whilst Middlesbrough Council owned the freehold, the property was subject to a 125 year lease. This lease has now been surrendered by the leaseholder.
5. The fascia of the building extends up to the A66 Viaduct soffit creating a 'loft' space between the ceiling and the underside of the bridge deck – in bridge inspection terms, this is classed as a confined space, which makes access for inspection difficult and costly. Four of the A66's Viaduct's structural columns are sited within the building. Of note is the central column at row 20 which has an expansion joint and associated drainage channel above it – expansion joints allow movement between bridge sections whilst maintaining a waterproof seal, with a typical life span of 10 to 15 years. Failure of the joint allows water to seep beneath the structure where chemicals within the water have a potential to cause substantial damage if not spotted early. It is therefore essential that these are inspected on a regular basis. The columns need to be visually inspected every two years, with a detailed principal inspection every six years. As a result of water ingress at the bridge joint one of the A66 columns needs significant, imminent repair works to make it safe, which will require part-demolition of the building.
6. For the reasons summarised above, this is an opportune time to consider the future of the building; to assess its commercial value versus maintenance and risk factors; and, to understand if the space has a role in opening up links from central Middlesbrough to the Boho Zone, Middlehaven area and Historic Quarter.
7. The proposed demolition of the former Slam nightclub will affect Central Ward. Ward Members have not yet been consulted for their views.

## **What decision(s) are being recommended?**

That the Executive:

- Approves the demolition of the former Slam nightclub.

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

8. As a minimum, the Council must part-demolish the building in order to carry out essential A66 repair work. The costs to partly demolish and then reinstate the building to a letting standard will cost almost as much as full demolition. Leaving the building in-situ will, in the future, create access issues for general and principal inspections of the overbridge structure and supporting columns and additional cost if further remedial or maintenance works are ever required to the bridge columns or spans.

### **Other potential decision(s) and why these have not been recommended**

9. Following partial demolition to carry out essential bridge repair works some reinstatement works will be necessary to make the building water-tight and safe. Minimal works will be undertaken to achieve this, which will leave the building in an unlettable condition. This would inevitably lead to further deterioration over time, and if the building is subsequently let will create access issues and have cost implication for further inspections of the bridge and any future maintenance requirements therefore this option would not be recommended.
10. Sale of the building - This would not be recommended given the ongoing need for access to the A66 and its column supports.
11. Operational use – the property could be an operational/storage facility for the Council. This is not recommended for the following reasons:-
  - Operational or storage space may be better suited to an out of town centre location
  - Would not generate any income and require operational costs, utilities and business rates.
  - The Council would carry the maintenance liability.
  - Potential access issues for bridge inspections.

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

12. The impact of approving the report will result in the ability to demolish the building, allow open access for future inspections and maintenance work to A66 overbridge and supporting columns.

### ***Legal***

13. Any legal issues associated with the demolition of the former Slam nightclub will be dealt with and managed through the Council's established procedures.

### ***Strategic priorities and risks***

14. If the works are not carried out the following risks may apply:-
  - Further deterioration of the building fabric.
  - Partial or total closure of parts of the A66 highway network if repair works to bridges and structures are not identified, or carried out, due to future access problems if the building becomes occupied.



## **Human Rights, Equality and Data Protection**

15. There will be no negative, differential impact on protected groups and communities and no collation or use of personal data associated with this report.

## **Financial**

16. It is anticipated at this point that the cost of partial demolition and subsequent reinstatement of the building will be circa £100,000. Estimated costs for full demolition are circa £130,000. The cost to repair column 20B is estimated to be £105k which includes costs for jacking to A66, bearing replacement, concrete and steel repairs to the column and traffic management on A66 and Wilson Street whilst works are ongoing. The demolition and column repairs costs have already been accounted for within the current ECS investment strategy.

17. The current asset valuation for the property is £67,000 as at 1st December 2021 (value of the asset for accounting purposes). This has decreased from £300,000 in 2017 as a result of the damage to the property. Based on the Rateable Value of the property, the Council could potentially receive £55,000 p.a. in rent for the property, but this is dependent on the condition the Council would offer the property to the market. This figure would not be achievable in the building's current semi derelict condition.

18. The annual business rates payable would be £28,160 p.a. (the Council would be liable for this if not let, unless the building is beyond economic repair). Council Tax of £2,804.22 is also payable for 2021/22.

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

Action	Responsible Officer	Deadline
To demolish the building a specification will be prepared and tender documents published through an appropriate framework to invite bidders. The successful bidder will be awarded the contract for demolition.	Chris Bates	August 2022

## **Appendices**

There are no appendices to this report.

## **Background papers**

There are no background papers to this report.

**Contact:** Chris Bates  
**Email:** chris\_bates@middlesbrough.gov.uk

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Executive Member for Environment, Finance and Governance Director of Environment and Community Services
<b>Submitted to:</b>	Executive
<b>Date:</b>	10 May 2022
<b>Title:</b>	Green Strategy - Year Two Action Plan
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Strategic priority:</b>	Climate change
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will have a significant impact in two or more wards
<b>Urgent:</b>	No
<b>Why:</b>	N/A

<b>Executive summary</b>	
<p>Middlesbrough Council developed a Green Strategy with aligned actions to steer its climate response and address its carbon emission reduction promise which has been in place since its adoption in May 2021. This report seeks to highlight the progress made in Year One (2021/22) of the Green Strategy and seek approval for the Year Two (2022/23) actions.</p> <p>The recommended decision to implement the Year Two action plan needs to be taken in order for Council to move closer to achieving its three overall environmental aims:</p> <ul style="list-style-type: none"> <li>• To make Middlesbrough Council net carbon neutral by 2029.</li> <li>• To ensure Middlesbrough as a town is net carbon neutral by 2039.</li> <li>• To make Middlesbrough a lead authority on environmental issues.</li> </ul> <p>The recommended decision is the only option, aside from to do nothing. To not implement Year Two of the Green Strategy is not recommended as this would result in the Council not meeting the set climate change ambitions.</p> <p>The implications of the recommendation have been considered by the appropriate officers of the Council and are set out in the main body of the report.</p>	

## Purpose

1. The purpose of this report is to seek approval of Middlesbrough Council's Green Strategy Year Two action plan and to summarise the progress made in Year One.

## Background and relevant information

2. A decision by Executive is required to provide approval for the proposed Year Two action plan to be implemented, in line with the Strategic Priority to '*Implement Year Two actions of the Council's Green Strategy.*' This is a new decision and does not vary any previous decision/s. This decision affects all Wards of Middlesbrough.
3. The Green Strategy has three main aims:
  - To make Middlesbrough Council net carbon neutral by 2029.
  - To ensure Middlesbrough as a town is net carbon neutral by 2039.
  - To make Middlesbrough a lead authority on environmental issues.
4. 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, which are as follows:
  - Zero Carbon
  - Zero Waste
  - Land Use and Wildlife and Sustainable Water
  - Sustainable Transport
  - Culture and Community
  - Health and Happiness
  - Equity and Local Economy
  - Local and Sustainable Food
  - Sustainable Materials
5. The Strategy was adopted and approved by Executive in 2021 and has delivered a range of achievements in Year One (2021/22) which are summarised here:
  - Established a carbon data baseline for Middlesbrough Council and implemented a performance monitoring process with a Smart Carbon Tool.
  - An education awareness programme has been developed and implemented and was delivered to nine schools and seven public roadshows were held.
  - Installation of electric vehicle charging stations at Resolution House and the purchase of five electric vehicles.
  - Designation of Middlemarsh Nature Reserve and the establishment of a Friends Group to help maintain and care for the site moving forward.
  - Green Shoots Nature Recover project to restore biodiversity on three nature reserves with many hours of volunteer time devoted to delivering this project.
  - Climate Action Middlesbrough project was led by Middlesbrough Environment City which worked with residents to engage the community on climate issues and recycling.
  - Creation of the Peoples Climate Forum, led by informed and enthusiastic people who engage in decision making and influence others.
  - Development and roll out of a Waste and Recycling Education programme for schools.

- Achieved the accolade of World Tree City status.
- Planted 15,000 more trees to increase tree cover in Middlesbrough.
- Became a more bee friendly town by installing five bee hives and developed a 'Buzz in Boro' guide.
- 30,000m<sup>2</sup> of urban flower meadows were sowed.
- Worked with businesses with the aim to reduce commercial waste and increase recycling levels.
- Developed and rolled out a mandatory 'Climate Change' e-learning training module to all Council employees, which will provide further climate change education to MBC employees.

### **What decision(s) are being recommended?**

6. That Executive notes the progress achieved in Year One (2021/22) of the Green Strategy as outlined above and approves the following Year Two (2022/23) actions:

7. Year Two actions:

- Commence with data capture for carbon emissions for the town of Middlesbrough.
- Enhance digital connectivity and develop a digital poverty strategy.
- Develop a culture programme for parks with green credentials.
- Deliver an Eco-festival.
- Introduce active travel measures and hubs.
- Establish a green social prescribing model.
- Develop clean air zones.
- Work with suppliers to help them reduce their carbon footprint.
- Develop a social value framework and charter for Council procurement contracts.
- Establish a food re-distribution hub in Middlesbrough.
- Develop five new community growing sites.
- Achieve the Sustainable Food Places Gold Award with a '22 Carrot Gold' campaign.
- Develop two new nature reserves.
- Purchase new machinery which will help manage meadows and verges more sustainably.
- Plant 13,000 trees and sow 80,000m<sup>2</sup> of urban meadows.
- Work with business and organisations to help them further reduce their carbon impact and explore energy saving measures.
- Further expand the Council's electric vehicle fleet.
- Work with the Tees Valley Combined Authority to install new electric vehicle charging points in locations across the town.
- Retain World Tree City status.
- Hold a Climate Showcase event for business and communities.

### **Rationale for the recommended decision**

8. The recommendation to progress with the outlined action plan for Year Two of the Green Strategy is the only possible decision, other than to do nothing.

9. The Green Strategy is a long term environmental programme and approach to respond to the climate emergency. Middlesbrough has to act now to rise to this challenge to ensure we meet our targets of becoming net carbon neutral by 2029 for the Council and 2039 as a town. The action plan for Year Two will enable the Council to move closer to achieving its three overall environmental aims:

- To make Middlesbrough Council net carbon neutral by 2029.

- To ensure Middlesbrough as a town is net carbon neutral by 2039.
- To make Middlesbrough a lead authority on environmental issues.

10. The Council therefore has an obligation to respond to climate change and should lead by example by delivering against our promised actions within the Green Strategy on which we undertook public consultation in 2021.

11. The proposed Year Two actions of the Green Strategy have not been examined by Scrutiny.

### **Other potential decision(s) and why these have not been recommended**

12. The other option of to do nothing and not approve the proposed Year Two action plan would result in the Council not meeting our set climate change obligations and ambitions to be a lead authority on environmental initiatives and therefore is not recommended for that reason.

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

#### ***Legal***

13. 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.

#### ***Strategic priorities and risks***

14. The decision to implement the Year Two action plan of the Green Strategy aligns to the following Strategic Plan priority: Climate Change - *'We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.'*

15. There are no key risks aligned to the decision to implement the Year Two action plan.

#### ***Human Rights, Equality and Data Protection***

16. Protected groups would not be affected by the decision to implement the Year Two action plan. An Impact Assessment is included at Appendix A.

17. The decision to implement the Year Two action plan would not involve the collation and use of personal data.

#### ***Financial***

18. Funding has already been identified and allocated to deliver the individual initiatives listed in paragraph 7.

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

Action	Responsible Officer	Deadline
Confirm approval of the Year Two action plan to the One Planet Living (OPL) theme group leads (Heads of Service)	Simon Blenkinsop	16 <sup>th</sup> May 2022
OPL theme group leads to provide quarterly updates to the Green Strategy Strategic Group, to identify progress toward each action	OPL theme group leads	Quarterly reporting from June 2022 to March 2023
Green Strategy Strategic Group to meet all theme group lead action owners on a quarterly basis to monitor performance against the actions	Green Strategy Strategic Group	Quarterly from June 2022 to March 2023
Completion of Year Two actions	OPL theme group leads	March 2023

## Appendices

1	Equality Impact Assessment
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## Background papers

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

**Contact:** Geoff Field  
**Email:** Geoff\_field@middlesbrough.gov.uk

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

<b>Subject of assessment:</b>	Review of Year One of the Green Strategy and Year Two Actions			
<b>Coverage:</b>	Service Specific			
<b>This is a decision relating to:</b>	<input checked="" type="checkbox"/> <b>Strategy</b>	<input type="checkbox"/> <b>Policy</b>	<input type="checkbox"/> <b>Service</b>	<input type="checkbox"/> <b>Function</b>
	<input type="checkbox"/> <b>Process/procedure</b>	<input type="checkbox"/> <b>Programme</b>	<input type="checkbox"/> <b>Project</b>	<input checked="" type="checkbox"/> <b>Review</b>
	<input type="checkbox"/> <b>Organisational change</b>	<input type="checkbox"/> <b>Other (please state)</b>		
<b>It is a:</b>	<b>New approach:</b>	<input type="checkbox"/>	<b>Revision of an existing approach:</b>	<input checked="" type="checkbox"/>
<b>It is driven by:</b>	<b>Legislation:</b>	<input checked="" type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>
<b>Description:</b>	<ul style="list-style-type: none"> <li>Key aims, objectives and activities: To present to Executive a review of year one of the Green Strategy for Middlesbrough and the proposed Year Two actions</li> <li>Statutory drivers (set out exact reference): Government's Climate Change Strategy to be carbon neutral by 2050</li> <li>Differences from any previous approach: This is a review of year one delivery of the strategy and seeking approval of year two delivery programme.</li> <li>Key stakeholders and intended beneficiaries (internal and external as appropriate): MBC employees and residents of Middlesbrough</li> <li>Intended outcomes: Making Middlesbrough a greener and more sustainable place to live and work and more climate resilient.</li> </ul>			
<b>Live date:</b>	May 2022			
<b>Lifespan:</b>	Continuous			
<b>Date of next review:</b>	Only required if change occurs in legislation or Government Strategy			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<b>Human Rights</b> Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no concerns that the proposals could impact adversely on human rights.
<b>Equality</b> 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.
<b>Community cohesion</b> 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. The proposal will ensure the Council's approach to provision of services continues to be sustainable.
<b>Next steps:</b> ➡ 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.				

<b>Assessment completed by:</b>	Simon Blenkinsop	<b>Head of Service:</b>	Andrew Mace
<b>Date:</b>	04.04.2022	<b>Date:</b>	05.04.2022

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

<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Executive Member for Environment, Finance and Governance Director of Environment and Community Services
<b>Submitted to:</b>	Executive
<b>Date:</b>	10 May 2022
<b>Title:</b>	Improving our Highways
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Strategic priority:</b>	Physical environment
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will incur expenditure or savings above £150,000
<b>Urgent:</b>	No
<b>Why:</b>	

<b>Executive summary</b>	
<p>The deterioration of national carriageways is an issue across the country. In Middlesbrough, 15% of all carriageways are currently rated Red / Amber. It is therefore appropriate to re-evaluate the approach to maintaining and improving highway assets, with a view to improving the condition of the road network.</p> <p>The estimated cost of dealing with all Red / Amber roads using existing contracts is £18.9m. This report describes how savings of 18% could be derived, reducing the bill to £15.5m. It is thought that the tendering process would not be complete until December 2022 and therefore the report recommends an approach that would result in £2m of works commencing within Quarter Two of 2022/23.</p> <p>Whilst this work takes place, a re-evaluation exercise will be undertaken to address Red / Amber carriageway defects as per Department for Transport classifications; developing a longer-term strategy for maintenance and improvements to carriageways, in-line with the medium-term financial plan.</p>	

## **Purpose**

1. Substantial investment is required in order to improve road / footway network. It is therefore timely to re-evaluate the current approach to maintaining and improving highway assets, with a view to improving the condition of the road / footway network back to a publicly acceptable and manageable level.
2. The Executive is therefore asked to approve prioritisation of immediate works required for 2022/23 (detailed in Appendix 1), on the premise that during which time a re-evaluation exercise will be undertaken to address the approach to Red / Amber carriageway defects; developing a longer-term strategy for maintenance and improvements, in-line with the medium-term financial plan.

## **Background and relevant information**

3. The condition of Middlesbrough's road network is in decline, with 15% of the total carriageway network (classified and unclassified roads) categorised as Red / Amber; those carriageways most in need of maintenance and are either:
  - safety critical
  - carrying a high level of risk (high-traffic routes)
  - stakeholder priority
  - supporting the corporate vision; and / or
  - demonstrating value for money
4. Whilst the recently completed pothole initiative in 2020/21 saw £1.1m investment address defects in over 5,300 locations, a further £18.9m investment would be required to fully address all carriageway / network sections currently categorised as Red / Amber.
5. Current repair methods focus on resurfacing sections of road and / or responsive 'plane and patch' on specific areas of failed road surface. Without intervention, those carriageways currently categorised as Low Amber / Green will deteriorate to Red / Amber categorisation.
6. To note, principle inspections of bridges and structures will be completed in September 2022; the findings of which will provide detail on the level of works required and to that end, a further paper will be presented to a meeting of the Executive in October 2022 and are therefore outside of scope for the purposes of this report.
7. Footways currently categorised as Red / Amber, require a further £33m to address in full and on that basis, are outside of scope for the purposes of this report.
8. The current capital budget envelope, as per current medium-term plan period (2022/23 - 2024/25), is as follows:

TVCA block capital grant allocation (LTP): Carriageway maintenance	£1.5m
MTFP initial allocation	£15.0m
<b>Total:</b>	<b>£16.5m</b>
Estimated cost to address <b>100%</b> of current Red / Amber roads	<b>£18.9m</b>
<b>Shortfall:</b>	<b>£2.4m</b>

9. To note, LTP / TVCA Highways allocation funding of £3.3m (£1.1m per annum, for 3 years) is dedicated to routine repair, maintenance and pothole initiatives and is therefore not included in the above budget envelope.
10. Direct market comparisons confirmed that contracted costs of £15-£19 per square meter are competitive for the scale of current works and provides value for money.
11. It should also be noted that a saving of 18% against direct award quoted price was achieved on the current contracting arrangement (with the same supplier) by utilising the NEPO framework.
12. Middlesbrough's Highways Team faces significant challenge to deliver the required scale of repair to network deterioration and maintain improved carriageway conditions within the existing budget envelope.
13. It is fair to assume that tendering the work for a longer-term identification, repair and maintenance strategy via NEPO framework, would achieve approximately 18% savings in comparison to a direct award, reducing the projected £18.9m cost of addressing Red / Amber carriageways to £15.5m.
14. The proposal is therefore two-fold; a proportion of immediate / high-priority works will be addressed in 2022/23 (Appendix 1), alongside the development of a strategy and forward work programme for the maintenance and improvements to carriageway:
  - The immediate / high priority works in 2022/23 (Appendix 1) would address the worst-affected 12.9% of Red / Amber roads, at a cost of £2m, though would not realise any savings from contracting arrangements.
  - A re-evaluation of the approach to addressing and prioritising Red / Amber defects will be undertaken, developing a longer-term strategy for maintenance and improvements to carriageways, based on the parameters outlined below:
    - Number / coverage of Red carriageways / zones
    - Number / coverage Amber carriageways / zones
    - Volume and cost of insurance claims
    - Volume of complaints relating to road surfaces
15. Specific focus to be given to high volume / coverage areas and considered on a geographical 'zone' basis.
16. The development of the above approach, in-line with the medium-term financial plan would provide 'breathing space' for in-house services, enabling attention to be focused

on Low Amber roads, thereby delaying further deterioration of roads currently categorised as being in acceptable condition.

17. The findings and proposed approach will be brought back to a later meeting of the Executive for a decision, as outlined in the timetable below.

<b>Activity</b>	<b>Due</b>
Prioritisation of 2022/23 activity for direct award	May 22
Develop prioritisation matrix for longer-term strategy / NEPO framework tender process	June 22
Executive approval of approach	July 22
Commencement of tender process	July 22
Contract awarded	December 22
Work commences	February 23

**What decision(s) are being recommended?**

18. That the Executive:

- Approves identification and progression of focused activity in 2022/23 to address the worst-affected 12.9% of Red / Amber roads at a cost of £2m (detailed at Appendix 1), noting that in doing so higher direct award prices (estimated at approximately £360k) will be incurred.
- Approves the undertaking of re-evaluation exercise in developing a longer-term strategy for identifying, maintaining and improving carriageways to address 100% of Red / Amber roads, tendering for works via the NEPO framework.

**Rationale for the recommended decision(s)**

19. To provide the necessary detail to allow the Executive to make an informed decision based on need and impact, whilst demonstrating that the service remains fit for purpose to best address the needs of the town.

**Other potential decision(s) and why these have not been recommended**

20. Due to the significant levels of deterioration across the road network and the due diligence work undertaken as part of this report, no other options were considered.

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

**Legal**

21. Implementation of the above approach will enable the Highways Team to operate within the resources available to it, and continue to meet its various statutory duties; particularly, Section 41 of the Highways Act 1980 ‘Duty to maintain highways maintainable at public expense’.

22. The duty is in reference to maintaining highways in an accessible and safe condition, insofar as feasible from time to time, the publicly maintainable highway for which the authority are the Local Highway Authority. The exception is the strategic road network which is within the remit of the governmental agency now known as National Highways. As such there is a legal duty to ensure that the highways within the Local Authorities control meet and are maintained in an accessible and safe condition.

### ***Strategic priorities and risks***

23. One of the Council's Strategic Plan has nine priorities; one of which is Physical Environment. Progression of this work is key to achieving one of the underpinning initiatives within that priority.

### ***Human Rights, Equality and Data Protection***

24. There are no concerns that the planned approach could have an adverse impact on individuals or groups as a result of holding one or more of the characteristics protected by the Equality Act 2010, therefore a Level 1 screening equality impact assessment is not required.

### ***Financial***

25. There is currently an estimated cost of £18.9m for the proposed approach to address all current Red / Amber carriageways; subject to change depending on potential price increases due to current increasing inflation rates.

26. As outlined in the Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2022/23 report to Council on 23 February 2022, the Council's Medium Term Financial Plan (MTFP) for the period 2022/23 to 2024/25 provisionally provided, subject to approval by Executive, additional funding of up to £15m over the MTFP period (£5m per annum for 3 years) for a Highways Maintenance Programme. This along with existing Local Transport Plan (LTP) funding of £1.5m over the MTFP period means that there is £16.5m of funding potentially available within the current MTFP. The current estimated costs of the proposed approach are therefore within the current funding available.

27. As outlined in the report to Council on 23 February 2022, the revenue capital financing costs of the additional funding have been provided for in the Council's MTFP.

28. Following approval of the proposed approach by Executive, the Council's Investment Strategy will be amended accordingly to reflect this.

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

Action	Responsible Officer	Deadline
Prioritisation of 2022/23 carriageway improvement activity for direct award	Director of Environment and Communities	31/05/2022
NEPO framework direct award tender process for priority carriageway improvement activity in 2022/23	Director of Environment and Communities	31/07/2022
Develop prioritisation matrix for longer-term strategy / NEPO framework tender process	Director of Environment and Communities	30/06/2022
Executive approval of longer-term strategy for maintenance and improvements to carriageways	Director of Environment and Communities	31/07/2022
Tender process and contract award for longer-term strategy for maintenance and improvements to carriageways	Director of Environment and Communities	31/12/2022
Completion of prioritised 2022/23 carriageway improvement activity	Director of Environment and Communities	28/02/2023
Implementation of longer-term strategy for maintenance and improvements to carriageways	Director of Environment and Communities	28/02/2023

## Appendices

1	Proposed prioritised Highway works for 2022/23
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## Background papers

Body	Report title	Date
Council	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2022/23	23/02/2022

**Contact:** Gemma Cooper, Strategy Delivery Manager

**Email:** gemma\_cooper@middlesbrough.gov.uk



## Appendix 1: Proposed prioritised Highway works for 2022/23

Classified carriageway priority works 2022-23						
Road Name	Location	Treatment	Linear m	Area m2	Estimated Cost	Cumulative Cost
Heywood Street / Ayresome Green Lane	Newport roundabout to Acklam Road	Patching works	82	450	£10,080	£10,080
Hemlington Lane/ Newham Way roundabout	Roundabout	Full width resurfacing	260	1430	£35,750	£45,830
Hemlington Lane	Newham Way to Stainton Way (up to traffic island)	Full width resurfacing	64	1176	£52,685	£98,515
Hemlington Lane / Stainton Way roundabout	Roundabout	Full width resurfacing	133	1520	£38,000	£136,515
Hemlington Lane	End of traffic island to stainton way roundabout	Full width resurfacing	45	733	£32,838	£169,353
High Street Ormesby	Pritchett Road to Church Lane	Full width resurfacing	103	783	£35,078	£204,431
Ladgate Lane 1	Stewart Park entrance to street lighting column rkf102	Patching works	13	135	£3,024	£207,455
Ladgate Lane (Phase 2)	Street lighting column rkf102 to Marton crossroads	Full width resurfacing	258	3108	£139,238	£346,693
Ladgate Lane (Phase 3)	Westbound Sandy Flatts Lane to Blue Bell roundabout	Full width resurfacing	356	2289	£51,274	£397,967
Acklam Road, Thornaby	A19 Mandale roundabout to SBC boundary with fleet river	Full width resurfacing	86	588	£13,171	£411,138
Marton Road	Kwikfit rab to Clairville rab (NE-bound)	Full width resurfacing	101	787	£36,202	£447,340
Marton Road	Kwikfit rab to Clairville rab (SW-bound)	Full width resurfacing	110	852	£38,170	£485,510
Marton Road	Clairville Road junction mini-roundabout	Full width resurfacing	26	594	£26,611	£512,121
Dixons Bank	St Cuthbert Avenue junction	Reconstruction	73	612	£48,960	£561,081
Dixons Bank	Brass Castle Lane to Summit House crossing	Reconstruction	62	852	£68,160	£629,241
Ormesby Village Rab	Ormesby Village roundabout to No.2 Cargo Fleet Lane	Resurfacing / anti-skid high-friction surfacing	113	1147	£57,350	£686,591
Cargo Fleet Lane	No.2 Cargo Fleet Lane to Fulbeck Road	Resurfacing / anti-skid high-friction surfacing	300	2940	£131,712	£818,303
Cargo Fleet Lane	Longlands Road to Fulbeck Road	Patching works	178	977	£43,770	£862,073
Stainton Way (Phase 2)	Nr. Hemlington Hall Road to Grange Way junction	Full width resurfacing	1660	15203	£340,547	£1,202,620
Stainton Way (Phase 3)	Hemlington Grange Way to Hemlington Lane	Full width resurfacing	887	6687	£149,789	£1,352,409
Thornton Road	Hemlington Road to Seamer Road	Full width resurfacing	402	2159	£48,362	£1,400,771
Thornton Road	Hemlington Road to Seamer Road	Installation of x5 speed cushion pairs	10	na	£6,720	£1,407,491
Cambridge Road (Phase 1)	No.23 up to Thornfield Road	Full width resurfacing and patching works	361	2123	£95,110	£1,502,601
Newham Way (Phase 1)	Dalby Way rab to Stainton Way rab (S-bound)	Full width resurfacing	212	2065	£46,256	£1,548,857
Wilson Street (Phase 1)	Sainsbury's Newport Road Bus Station junction (N/S-bound)	Full width resurfacing	125	1823	£109,380	£1,658,237
Newport Road	Bus station / Wilson Street junction	Full width resurfacing	43	884	£39,603	£1,697,840
Newport Road	Hartington Road junction to Wilson Street (E / W-bound)	Full width resurfacing	130	1981	£88,749	£1,786,589
Southfield Road	Marton Road to Woodlands Road	Full width resurfacing	499	4513	£202,181	£1,988,770
Southfield Road	Marton Road to Woodlands Road	Repair / replace damaged speed cushions	8	n/a	£6,720	£1,995,490
<b>2022/23 Total spend</b>					<b>£1,995,490</b>	

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<p><b>MIDDLESBROUGH COUNCIL</b></p>	
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<p><b>Report of:</b></p>	<p>Executive Member for Environment, Finance and Governance Director of Environment and Community Services</p>
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<p><b>Submitted to:</b></p>	<p>Executive</p>
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<p><b>Date:</b></p>	<p>10 May 2022</p>
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<p><b>Title:</b></p>	<p>Proposed Service Delivery Model and associated Subsidised Charges for Residential Pest Control</p>
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<p><b>Report for:</b></p>	<p>Decision</p>
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<p><b>Status:</b></p>	<p>Public</p>
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<p><b>Strategic priority:</b></p>	<p>Physical environment</p>
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<p><b>Key decision:</b></p>	<p>Yes</p>
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<p><b>Why:</b></p>	<p>Decision(s) will have a significant impact in two or more wards</p>
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<p><b>Urgent:</b></p>	<p>No</p>
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<p><b>Why:</b></p>	
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<p><b>Executive summary</b></p>	
<p>This report requests that Executive approves the proposed service delivery model and associated subsidised charges for a residential Pest Control Service.</p> <p>This is in response to the allocation of £90,000 at the Full Council meeting held on 23<sup>rd</sup> February 2022 specifically for a subsidised residential pest control service.</p> <p>It is proposed that an operational team be established in order to implement the service and that a subsidised fee is set at £15 per visit which is in line with other Local Authority charging and approx. 50% less than private sector.</p> <p>It is also proposed that the £15 fee is paid prior to any home visit</p>	

## Purpose

1. The purpose of this report is to ask Executive to approve the proposed service delivery model and associated subsidised charges for residential pest control.

## Background and relevant information

2. A report was submitted to the Scrutiny Panel meeting on 23 February 2021 outlining that Scrutiny Panel recommended a number of actions for further consideration, including the possibility of introducing a low cost Pest Control Service to residential properties and whether this would provide an additional income stream to the service area.
3. 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.
4. Currently Middlesbrough Council's Pest Control service is not offered to domestic properties as this was suspended in 2018 due to resource issues. However, we currently carry out commercial work alongside treating Council buildings and open spaces.
5. The table below indicates the income generated when the Council did offer a domestic pest control service:

Year	Domestic Pest Control Income
17/18 (2016 visits)	£32,628.81 (Average of £16.18 per visit)

6. A cost analysis of Tees valley Council's and private businesses has been undertaken as per the table below:

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)
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7. At Full Council on 23<sup>rd</sup> February 2022, £90,000 was allocated to providing a subsidised residential pest control service in Middlesbrough. This will fund additional resources to ensure that current service levels do not drop and that we can offer a subsidised chargeable residential service which is reliable. The income from the service along with the £90,000 budget allocation would make it self-sustainable based on the number of visits in 2017/18 which is when the Council last provided a residential service.
8. The proposed charge for residential pest control in Middlesbrough is £15 per visit regardless of what type of pest is being treated. Whilst some local authorities have a free service for rats and mice inside the home, they still charge up to £40+ per visit for these pests in gardens and other outside areas.
9. The £15 per visit proposed in this report would be for any residential pest control visit wither inside the home or in the outside boundary of the residential property. Therefore the overall cost for members of the public will be lower than neighbouring authorities and significantly lower than that of private contractors.
10. The number of visits per treatment varies, depending on the pest problem. In most cases up to 4 treatments will be required to treat Rats/Mice. This would equate to an average cost per treatment of £60. This is well below the range of treatments offered by the private sector.
11. Whilst it takes on average 4 treatments to eliminate some pests it may be necessary to conduct more visits in some cases. Any subsequent visits would continue to be conducted at a cost of £15 per visit.
12. In order to ensure that the service is delivered efficiently and effectively it is proposed that payment must be made prior to each visit. Payment can be made online or via alternative electronic means. This will reduce the need for staff to chase payment and will free up time to attend more home visits.
13. Given that Thirteen Housing currently offer a pest control service for their residents it is proposed that the Council's subsidised residential service is not offered to Thirteen Tenants or other social registered landlords.
14. The Service will continue 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

## **What decision(s) are being recommended?**

That the Executive:

15. Approve the proposed service delivery model and associated subsidised charges for residential pest control:
  - a) A chargeable residential pest control service is reintroduced as per the staffing proposal
  - b) A subsidised charge for pest control is set at £15 per visit which is comparable with neighbouring LA and approx. 50% lower than some external providers. This will not apply to people who are in properties of social registered landlords.
  - c) That payment must be made prior to each visit.
  - d) That the charges be reviewed in 12 months to assess demand and sustainability of the service.

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

16. A chargeable residential pest control service is reintroduced due to increased demand for the service and the fact that the budget has been allocated via the budget setting process at Full Council on 23<sup>rd</sup> February 2022.
17. Due to the allocation of £90,000 budget that was approved at Full Council on 23<sup>rd</sup> February 2022 this allows the Council to provide a subsidised service with charges set at £15 per visit in order to ensure that the service is deliverable and sustainable.
18. That payment must be made prior to each visit to reduce the potential of bad debt

## **Other potential decision(s) and why these have not been recommended**

19. The option to do nothing is not recommended as this issues was agreed as a priority at the Full Council budget setting meeting on 30<sup>th</sup> March 2022 and funding was allocated to this service.

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

20. Approving the proposed management arrangements and fees will enable the service to be established and for the priority to be addressed.
21. Approving the recommendation to set the fees at £15 per visit will ensure that the service is sustainable

## ***Legal***

22. There are no legal implications.

## ***Strategic priorities and risks***

23. Strategic priority: To improve the physical environment and to make Middlesbrough an attractive place to live, work and visit.

24. Risk: 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.

### ***Human Rights, Equality and Data Protection***

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

### ***Financial***

26. £90,000 was allocated from the MTFP as part of the 2022/23 Budget Setting Process.

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

<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>
Recruit the new posts	Jamie Wood	July 2022
Set up payment process both online	Dale Metcalfe	July 2022
Implement service	Marion Walker	July 2022

### **Appendices**

<b>1</b>	Equality impact assessment – Chargeable Pest Control April 2022
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### **Background papers**

<b>Body</b>	<b>Report title</b>	<b>Date</b>
Economic Development, Environment and Infrastructure Scrutiny Panel	Report – Pest Control	23 <sup>rd</sup> February 2021

**Contact: Marion Walker, Head of Stronger Communities**

**Email: [marion\\_walker@middlesbrough.gov.uk](mailto:marion_walker@middlesbrough.gov.uk)**

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Template for Impact Assessment Level 1: Initial screening assessment

<b>Subject of assessment:</b>	Proposed service delivery model and associated subsidised charges for Residential Pest Control - Executive Report			
<b>Coverage:</b>	To cover the proposed residential pest control service within Middlesbrough			
<b>This is a decision relating to:</b>	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input checked="" 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)		
<b>It is a:</b>	<b>New approach:</b>	<input type="checkbox"/>	<b>Revision of an existing approach:</b>	<input type="checkbox"/>
<b>It is driven by:</b>	<b>Legislation:</b>	<input type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>

<p><b>Description:</b></p>	<p><u>Key aims, objectives and activities</u></p> <p>To provide a subsidised residential Pest Control Service across Middlesbrough ensuring that the service is affordable for members of the public whilst also being sustainable in terms of future delivery. This is in response to the allocation of £90,000 at the Full Council meeting held on 23<sup>rd</sup> February 2022 specifically for a subsidised residential pest control service.</p> <p>An operational team would be established in order to implement the service and that a subsidised fee is set at £15 per visit which is in line with other Local Authority charging and approx. 50% less than private sector. It is also proposed that the £15 fee is paid prior to any home visit.</p> <p>The report sets out the proposed management approach within Middlesbrough that aligns to the allocated funding, ensuring fit with Council aims, objectives and policies.</p> <p><u>Statutory drivers (set out exact reference)</u></p> <p>NA</p> <p><u>Differences from any previous approach</u></p> <p>Middlesbrough Council do not currently offer a residential pest control service however they did in 2017/18 and the charging fee is set at the same level. The Council do offer a commercial pest control service and this will continue to run separately to the residential service provision.</p> <p><u>Key stakeholders and intended beneficiaries (internal and external as appropriate)</u></p> <p>All Elected Members who represent their constituents. Residents of Middlesbrough (Excluding Thirteen tenants who already offer a residential pest control service)</p> <p><u>Intended outcomes.</u></p> <p>To meet a growing demand for a residential pest control service across Middlesbrough</p> <p>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.</p>
<p><b>Live date:</b></p>	<p>2022</p>
<p><b>Lifespan:</b></p>	<p>It is anticipated that his service will be required for the foreseeable future. Fees will be reviewed in 12 months</p>
<p><b>Date of next review:</b></p>	<p>April 2023</p>

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<b>Human Rights</b> Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This is a service that is offered to all residents that do not currently receive a comparable offer from their housing provider. i.e. Thirteen tenants are already offered a service  Evidence used to inform this assessment includes analysis of the Human Rights Act 1998.
<b>Equality</b> 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 Public Sector Equality Duty (PSED) requires that when exercising its functions the Councils must have due regard to the need to:- <ul style="list-style-type: none"> <li>eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;</li> <li>advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and</li> <li>foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul> In having due regard to the need to advance equality of opportunity, the Council must consider, as part of a single equality duty: <ul style="list-style-type: none"> <li>removing or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;</li> <li>taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it; and</li> <li>encouraging people who share a protected characteristic to participate in public life or in any other activity in which participation is low.</li> </ul>
				The projects within this programme aim to improve access to services and community facilities. The Council is bound by legislation, which includes ensuring that those with physical and learning disabilities, and inhibited mobility are not detrimentally impacted upon. Therefore, there are no concerns that this will impact adversely upon equality.  Evidence used to inform this assessment includes analysis of statutory guidance in relation to accessibility, including the Access for All legislation
<b>Community cohesion</b> 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 suggest that this will impact negatively upon relationships between different community groups.

\* 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><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>➤ If the answer to all of the above screening questions is No then the process is completed.</li> <li>➤ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</li> </ul>		

<b>Assessment completed by:</b>	Marion Walker	<b>Head of Service:</b>	Marion Walker
<b>Date:</b>	20/04/2022	<b>Date:</b>	20/04/2022

**MIDDLESBROUGH COUNCIL**



<b>Report of:</b>	Executive Member for Regeneration Executive Member for Environment, Finance and Governance Director of Regeneration and Culture Director of Finance
<b>Submitted to:</b>	Executive
<b>Date:</b>	10 May 2022
<b>Title:</b>	Tees Advanced Manufacturing Park - Next Phase - PART A
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Strategic priority:</b>	Town centre
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will incur expenditure or savings above £150,000
<b>Urgent:</b>	No
<b>Why:</b>	Not applicable

### Executive summary

This report proposes the development of a second phase at Tees Advanced Manufacturing Park (TeesAMP), funded by Middlesbrough Council (£8.82m), subject to complementary funding from Tees Valley Combined Authority (TVCA); and, an additional £335k to balance the first phase development budget.

The following is asked of the Executive:

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

Other options have been appraised by external consultants, including doing nothing, asset disposals and the Council assuming all development risk. The proposed Council and TVCA funded second phase will ensure a high quality development, with maximum risk mitigation and benefits realisation.

The principal implication of the proposal is an increase in prudential borrowing; the costs of which are projected to be more than offset by income generation over the term.

## **Purpose**

1. This report proposes the development of a second phase at TeesAMP, funded by Middlesbrough Council (£8.82m), subject to complementary funding from Tees Valley Combined Authority; and, an additional £335k to balance the first phase development budget.

## **Background and relevant information**

2. On 19<sup>th</sup> December 2017, the Executive approved two reports titled *Tees Advanced Manufacturing Park – Delivery and Investment Enablement [Parts A and B]*, which enabled a first phase development of 180,000 sq. ft. of Council-owned light-industrial units. The Council subsequently appointed Cleveland Property Investments Ltd. (CPIL) as developer, with the construction contract completed by Robertson North East England in June 2020; the scale of the resultant development being slightly ahead of target at 181,764 sq. ft. (see Appendix 1).
3. The Executive approval on 19<sup>th</sup> December 2017 also included the market rate sale of:
  - a. a single plot adjacent to the existing TWI facility to support its expansion ambitions; and
  - b. two plots to CPIL at the northerly and southerly extremities of the site, for an Anaerobic Digester (AD) and a Gas Plant respectively.

## **TeesAMP Phase 1**

### *First Phase Development Budget*

4. The £22.46m first phase development was funded by Middlesbrough Council (£12.523m), Tees Valley Combined Authority (£7.65m) and SSI Task Force (£2.3m).

### *Lettings Income & Expenditure*

5. Despite the economic impact of the global pandemic, the first phase is now 100% let to tenants including Firth Vickers-Paralloy, Cupral, Sultzer, Durata, Ace Aluminium and Flexitallic.
6. The first phase has exceeded expectations markedly, with annual rental income significantly above forecasts (see Part B of this report for further details) and the average lease achieving a term certain of seven years. The higher rents have resulted in proportionately higher developer incentive and commercial agents' fees. Coupled with variations to upgrade power supplies and additional security measures; it is proposed that £335k is approved in order to balance the first phase budget.

### *Award*

7. In acknowledgement of its success, TeesAMP was named Commercial Development of the Year at the Insider North East Property Awards 2021.

### *Plot Sales*

8. The intended plot sale of 1.959 acres to TWI completed on 16<sup>th</sup> November 2020 realising a capital receipt of £216,943. On this plot TWI is to construct an additional

12,500 sq. ft. Materials Testing Facility; and Teesside University will complete the construction of the £13.1m Net Zero Industry Innovation Centre (Appendix 2) in 2023.

9. Due to planning restrictions on the developable area of the Gas Plant site, accompanied by a new inward investment opportunity; on 14<sup>th</sup> July 2020, an Executive decision approved the sale of an alternative 3 acre site in replacement for the original Gas Plant site, with a deadline to complete the sale by 14<sup>th</sup> December 2020, aligned to the sale of the AD site.
10. Despite considerable endeavours, CPIL was unable to successfully conclude negotiations with the inward investors in respect of both sites; with the options lapsing following two national lockdowns on 14<sup>th</sup> December 2020.
11. On 23<sup>rd</sup> March 2021, a further Executive decision approved a new conditional site development option in favour of CPIL which included the sale of the AD site (3.5 acres) for £400,000, with the sale completing on 22<sup>nd</sup> November 2021.
12. The Council has therefore realised plot sale capital receipts totalling £616,943. The valuations agreed for the plots at TeesAMP were c. £114,000 per acre at the time of sale. Land prices elsewhere at Riverside Park are generally significantly lower. At the time of writing (1<sup>st</sup> February 2022), Connect Property North East Ltd was marketing a 5.7 acre site for £385,000 – equivalent to £67,544 per acre<sup>1</sup>.

## Second Phase Land

### *Cushman & Wakefield Debenham Tie Leung – Update Report – TeesAMP*

13. In March 2022, Cushman & Wakefield Debenham Tie Leung (C+W) completed a two part review on the first phase development value and demand within the light-industrial sector moving forward.

### *Land Disposal Value*

14. The report noted that two substantial and contractually unencumbered plots of land remain within the Council's ownership for development or disposal; measuring 3.9 acres and 3.7 acres (see Appendix 3, shown as red and green boundaries respectively). C+W has advised that<sup>2</sup>:
  - a. notionally, the disposal of the 7.6 acres second phase provides a "site value of £2.00m before deduction of abnormals"; and
  - b. development of further units on the 7.6 acres would realise a significant land value uplift.
15. Summary development disposal valuations are set out in Part B of this report.
16. Overall, the report concluded that the Council's original £12.523m investment in the first phase has realised a significant uplift in asset values, and is simultaneously providing considerable revenue income. This has stimulated investment in Middlesbrough, uplifted land values and has incentivised investment in nearby land and property assets.

<sup>1</sup> CoStar Group, Inc., 2022. Realla, Commercial land for sale, Middlesbrough. [Online]. [Accessed 1 February 2022]. Available from: <https://www.realla.co.uk/details/10940601>

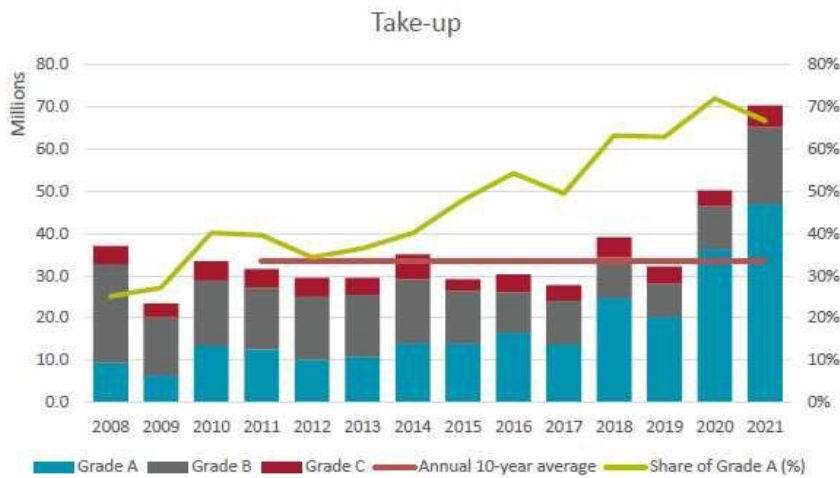
<sup>2</sup> Cushman & Wakefield Debenham Tie Leung, 2022. Update Report – TeesAMP Middlesbrough.

17. Further development therefore provides an opportunity to secure additional capital receipts, or, substantially increased asset valuations coupled with additional annual rental income to support the Council's financial position more generally.

*Sectoral Demand<sup>2</sup>*

18. The UK logistics and industrial market reached new heights in 2021. Take-up soared to an all-time high of 70.1 million sq. ft., some 32% more than the previous record of 53 million sq. ft. in 2020 and more than double the amount of space transacted during a pre-pandemic year.

19. Occupier demand for space has focused on good quality floor space, particularly newly built Grade A. Over 40 million sq. ft. of new space was taken by occupiers in 2021 and for the first time on record, more speculative space (20.6 million sq. ft.) was taken than built-to-suit.



20. In response to this exceptional occupier demand, developers have delivered almost double the volume of speculative space as in 2020: 13.7 million sq. ft. was completed in 2021, up from 7.3 million sq. ft. in 2020. The development pipeline for 2022 is even bigger, with over 15 million sq. ft. of space currently under construction.

21. The strength of occupier demand has translated into faster letting periods for speculative schemes: 75% of the units completed in 2020-2021 have let already. Despite this developer activity, logistics and industrial availability in the UK is at its lowest level ever recorded at 44.7 million sq. ft. This represents less than half the 95.0 million sq. ft. available at the market peak in March 2010.





### *Development Business Case*

22. To ascertain the relative benefits versus costs of development, the template first phase business case has been updated to model a notional second phase of up to 90,000 sq. ft. The detailed modelling set out in Part B of this report contains commercially sensitive income and construction cost assumptions. The due diligence completed alongside the C+W Update Report, points to several abnormal risks which would almost certainly negatively impact any land disposal, set out as follows:
- a. *Utilities* – Development of the first phase provided electricity supplies up to three times the standard on industrial developments of similar scale. However, a number of the existing tenants are advanced manufacturers with particularly energy intensive operations, which has denuded the supply earmarked for future phases; resulting in prudent contingencies being required to account for further upgrades.
  - b. *Contamination* – The original site investigations were undertaken by Dunelm and DTA in 2018; and the resultant remediation strategy was completed by Roberts Environmental Ltd. Summary advice prepared by Faithful and Gould noted a particularly high likelihood of significant deep-level contamination (beyond those levels already remediated) being encountered in the 3.9 acre development site. This risk would be initially mitigated through additional localised ground investigations.
  - c. *Heritage* – Victorian-era tunnels of archaeological interest were discovered during construction of the first phase; adjacent to the 3.7 acre development site. Although these discoveries did not ultimately result in development being constrained, it cannot be ruled out that further such discoveries would not incur significant costs or impede development altogether in specific locations. As with the deep-level contamination, this risk would be initially mitigated through additional localised ground investigations.
  - d. *Inflation* – A period of sustained and somewhat uneven construction inflation in the period since C+W completed its Update Report, raises the risk profile for private sector development. This risk would be mitigated by providing a contingency to capture projected inflationary pressures.
23. When the risk factors above are accounted for with sensible contingencies, a traditional Gross Development Value (GDV) appraisal outturns a marginally negative Residual Land Value.
24. Having garnered considerable experience and warranted site-specific information in the development of the first phase, the Council is now better placed than prospective private sector developers to calibrate and mitigate such abnormal development risks. It is highly likely that the abnormal risks highlighted above would remain prohibitive for commercial investors, which would ultimately result in depressed offers for the two sites, were site disposals pursued.

### *Benefits*

25. Commercial investment decisions do not account for measurable economic growth benefits, which in respect of the first phase, includes:
- a. *Employment Growth* – the majority of tenants based within the first phase are still growing operations. Based on current trajectories, is not unreasonable to assume that within 12 to 18 months, between 500 and 1,000 jobs will be based

at TeesAMP, with at least 15% of these being new positions. Assuming a mid-point on jobs, over a five year period, the cumulative Gross Value Added (GVA) impact of these new positions is conservatively estimated to be in excess of £6.7m<sup>3</sup>. Given the first phase is set to achieve full occupancy, the increasingly positive impact of employment growth will be measured through quarterly monitoring.

- b. *Construction Activity* – 37% of subcontractors employed on the first phase, were based within just 20 miles of the development<sup>4</sup>, creating additional demand within the Tees Valley.

26. In addition to readily measurable benefits, there are several other factors which development will realise, which includes:

- a. linking residents to skilled employment opportunities, making use of transferrable skills from legacy sectors such as steel making;
- b. supporting local supply chains and those who are dependent on local suppliers to generate wealth and employment opportunities;
- c. supporting the local economy through multiplier effects, increasing disposable incomes which, in turn, help support the retail and leisure sectors;
- d. encouraging investment in sectors with high growth potential helps to diversify the local economic mix and increase resilience against economic shocks; and
- e. supporting the retention and growth of existing businesses and the attraction of inward investment.

#### *Regeneration Benefit Cost Ratio (BCR)*

27. The Council has utilised the general methodology employed by the Treasury to assess Levelling-Up Fund (LUF) bids, in order to ascertain the relative costs and measurable benefits of an additional c. 90,000 sq. ft. development over a five year period.

28. Whilst the detailed financial metrics and modelling assumption of the BCR are set out in Part B of this report due to commercial sensitivities, the headline outturn of a second phase provides a positive BCR of 3:36.

#### *Break-Even*

29. Taking into account the additional abnormal risks and contingencies, the second phase business case demonstrates that break-even would be achieved at c. 70% occupancy, an outturn 5% higher than the break-even point that was calculated for the first phase development.

#### *Objectives of a Second Phase*

30. The positive BCR, coupled with the break-even outturn, provides a compelling rationale to proceed with a Council-led development of the two remaining plots. Were the Council to approve a second phase, the headline development objectives would be, in summary:

- a. the completion of TeesAMP as a localised business cluster for advanced manufacturing and its supply chain;

<sup>3</sup> Tees Valley Combined Authority, 2019. Tees Valley Economic Assessment. Section 4 - Economic Growth and Productivity (page 24).

<sup>4</sup> Robertson, 2020. Project Monthly Progress Report – TeesAMP (page 29).

- b. creating between 250 and 500 new jobs and up to 90,000 sq. ft. of high specification, Council-owned light-industrial units;
- c. creating an operational surplus which will cover the costs of development finance and generate a surplus to invest in Council services; and
- d. enhancing the value of existing Council-owned assets.

## **Securing Complementary Investment**

- 31. The development proposal is conditional upon securing the corollary de-risking investment from TVCA as a contribution towards development costs and contingencies. Any TVCA investment would also be subject to the transfer of retained business rates as outlined in Part B.
- 32. The business case set out in Part B of this report has been shared with TVCA and this will be progressed through requisite due diligence. It is anticipated that a report will be presented to TVCA's Cabinet, to consider the proposal and make a formal decision as to whether to support a second phase at TeesAMP.
- 33. TVCA's investment will also be conditional on appropriate safeguards in terms of the development progressing; comfort that the overall scheme is affordable and deliverable; and assurances the financial return is protected for the duration of the collection period.
- 34. It should be noted that these proposals do not result in the Council losing business rates income, as the site is an Enterprise Zone through to 2037, which represents the term of the proposed payback for the funding package. Thereafter, the Council will realise collected business rates income.

## **Development Management**

### *Procurement and Contractual Arrangements*

- 35. It is proposed that the Council's Capital Projects and Design Services teams would develop the design solution through to RIBA Stage 3, inclusive of Strategic Definition, Preparation and Briefing, Concept Design and Spatial Coordination.
- 36. Thereafter, the Council will utilise an existing procurement framework to obtain a Design and Build solution and secure a fixed price for the construction contract. The selection of an appropriate framework would be subject to an internal assessment, dependent, in part, on the fees charged and the quality and standing of contractors available.

### *Appointments of Specialist Advisors and Commercial Agents*

- 37. As part of RIBA Stage 1, the abnormal risks highlighted in this report would be further mitigated through the appointment of specialist advisors to undertake tasks including, but not limited to: ground investigations; utility assessments; archaeological surveys; and highways/traffic surveys. The Council's Capital Projects team would lead on such appointments.
- 38. Following the appointment of a construction contractor, it would also be necessary to appoint commercial letting agents. The most likely arrangement would be the appointment of both a local and national agent, with the standard market rates split

equally between the two, as was the case with the first phase at TeesAMP. The Council's Commercial Finance team would lead on these appointments.

#### *Lease Eligibility Criteria and Incentives*

39. The existing TeesAMP Lettings Criteria and Policy would be amended to reflect the revised rents and envisaged incentives within the scope of the second phase business case. Commercial letting agents would be contractually bound to observe these requirements.

#### *Marketing and Communications*

40. During the two years since the first phase completed, the Council has internally managed marketing and communications. This has included the production and maintenance of extensive marketing collateral, including the TeesAMP website. Communications campaigns have ensured the significant social media coverage. As part of the business case, an allowance has been made for further marketing costs and it proposed that marketing and communications should remain in-house.

#### *Asset Management and Operations*

41. Operationally, TeesAMP is being managed by the Council's Operations and Valuations and Estates services. The same arrangement extends to Boho buildings and the Centre Square office buildings. The estate and facilities management adheres to an institutional standard specification based on fully commercial terms and endorsed by C+W. Tenants are liable for a service charge which recoups maintenance costs associated solely with TeesAMP. It is proposed that the current arrangements be extended to any second phase development.

#### *Milestones*

42. As part of RIBA Stage 1, a Project Programme and shall be completed. At this stage, the summary completion milestones are as follows:

a. Business Case and Project Initiation	May 2022
b. Funding Agreement	July 2022
c. RIBA Stages 0-3 Inclusive:	October 2022
i. Site Surveys	
ii. Project Programme	
iii. Project Execution Plan	
iv. Planning Application	
d. Procurement	November 2022
e. Contractor Appointment	January 2023
f. Planning Consent	January 2023
g. Contractor Mobilisation	February 2023
h. Commence Construction	April 2023
i. Sectional Completion (c. 30,000 sq. ft.)	September 2023
j. Practical Completion (c. 90,000 sq. ft.)	February 2024
k. Full Occupation	October 2024

## What decision(s) are being recommended?

That the Executive:

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

## Rationale for the recommended decision(s)

43. The detailed business case coupled with C+W Update Report conclude that a second phase of development at TeesAMP:

- a. represents a proportionate cost for the development;
- b. provides a reasonable risk and return profile for the Council; and
- c. provides the opportunity to realise substantial corollary benefits, as highlighted in paragraphs 25, 26 and 30.

## Other potential decision(s) and why these have not been recommended

44. A summary of the options is tabulated as follows

Options	Strategic Fit	Affordability & Value for Money	Conclusion
<b>Do Nothing</b>	<i>No</i> – Lost opportunity and negligent use of a strategic asset.	<i>No</i> – A dormant site will require revenue for maintenance.	Discard
<b>Asset Disposal</b>	<i>No</i> – Risk of lower quality of development and denuded corollary benefit realisation.	<i>No</i> – A sale would generate c. £2m capital receipt, with no future rental income benefit.	Discard
<b>Council funded second phase development</b>	Yes – Ensuring a high quality of development, with corollary benefit realisation	<i>No</i> – The Council would assume all risk mitigation and increase the likely schematic break-even point.	In abeyance
<b>Council and TVCA funded second phase development</b>	Yes – Ensuring a high quality of development, with corollary benefit realisation.	Yes – Reduces risk exposure whilst improving asset value by £3.8m and generating income.	Proceed

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

### *Legal*

45. A funding agreement between Middlesbrough Council and TVCA is required should the latter agree to provide complementary resources. All appointments will be subject either to internal standing orders or procurement frameworks. National standard construction contracts will be utilised.

### *Strategic priorities and risks*

46. The proposal to develop a second phase at TeesAMP directly supports the Strategic Plan as it will both create “iconic new spaces” and “deliver value for money” by securing commercial tenants, growing the Council revenue base.

47. The business case has scoped the abnormal risks, mitigation and associated costs highlighted in paragraph 22. In addition, the business case has accounted for several manageable residual risks including:

- a. *Lettings* – There is an inherent risk of long-term voids with any speculative development. The business case has scoped the potential contingencies for reduced rental and business rates income during the first two years following practical completion. In the unlikely event the second phase struggles to secure appropriate tenancies, it may be necessary to relax the entry criteria to ensure that the site can remain financially viable.
- b. *Local Displacement* – The development of the plots will seek to minimise displacement from the local market. As such, any prospective tenancy which risks significant displacement from within the Tees Valley will have to demonstrate a significant growth or consolidation case in order to access a tenancy on the site. This may include avoiding the prospect of the company seeking an alternative accommodation, outside of the Tees Valley.
- c. *Remediation* – Should the additional site investigations highlight areas of the site which are notionally prohibitive in terms of remediation cost (is beyond the contingencies), the sequential approach shall be:
  - i. *Compacted Foundations* – the presence of contamination may exclude preferred foundations without excessive remediation. Compacted foundations as used in the first phase would require deep excavations but would not require remediation of any material below the excavation. Only excavated material will have to be remediated.
  - ii. *Layout Reconfiguration* – To avoid or encapsulate areas of contamination as per the remediation strategy.
  - iii. *Reduce Development* – In the event that neither compacted foundations or layout reconfiguration mitigate the risk within the available contingency ceiling, the scale of development shall be reduced to meet the business case imperatives.

- d. *Construction Cost* – Should the quoted cost of the works exceeds the target cost of the development, the sequential approach shall be: value engineering; retendering, reduce the scale of development; or, the scheme is aborted (prior to any TVCA resource expenditure).
- e. *Planning* – A second phase of light-industrial units at TeesAMP has existing outline planning consent. Detailed planning consent will be required for a revised layout and increased scale of development, with additional highways/traffic surveys completed to scope the impact.

### **Human Rights, Equality and Data Protection**

48. An Impact Assessment is not required as the proposals will not have an impact on protected groups. In addition, personal data collected during negotiations with prospective tenant businesses shall only be used and retained for the purposes of letting and managing the industrial units.

### **Financial**

49. The first phase business case methodology has been updated with the benefit of actuals, which coupled with inputs from the C+W Update Report and technical professionals, provides a robust platform to proceed with a second phase. Should construction achieve a surplus, this will be ring-fenced until such time as units are fully occupied and the development is completed.

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

Action	Responsible Officer	Deadline
As outlined within paragraphs 35 to 41.	Richard Horniman (Project Sponsor)	October 2024

### **Appendices**

1	TeesAMP Phase 1
2	Teesside University Net Zero Industry Innovation Centre
3	TeesAMP Phase 2 Developable Area

### **Background papers**

Body	Report title	Date
Executive	Tees Advanced Manufacturing Park – Delivery and Investment Enablement [Part A]	19 <sup>th</sup> December 2017
Executive	Tees Advanced Manufacturing Park – Delivery and Investment Enablement [Part B]  <i>Exempt pursuant to Schedule 12A of the Local Government Act 1972 – Paragraph 3 – Information relating to the financial or business affairs of any particular person.</i>	19 <sup>th</sup> December 2017
Executive	Tees Advanced Manufacturing Park – Relocation of Option Site  <i>Exempt pursuant to Schedule 12A of the Local Government Act 1972 – Paragraph 3 – Information relating to the financial or business affairs of any particular person.</i>	14 <sup>th</sup> July 2020

Body	Report title	Date
Executive	<p>Tees Advanced Manufacturing Park – New Site Development Options</p> <p><i>Exempt pursuant to Schedule 12A of the Local Government Act 1972 – Paragraph 3 – Information relating to the financial or business affairs of any particular person.</i></p>	23 <sup>rd</sup> March 2021

**Contact:** Andrew Cain (Economic Growth and Infrastructure)  
**Email:** andrew\_cain@middlesbrough.gov.uk



**APPENDIX 1**

**TeesAMP Phase 1**



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**APPENDIX 2**

**Teesside University Net Zero Industry Innovation Centre (Image: GSS Architecture and 3DLABS)**



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**APPENDIX 3**

**TeesAMP Phase 2 Developable Area**



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