

EXECUTIVE

Date: Tuesday 12th July, 2022
Time: 1.00 pm
Venue: Mandela Room

AGENDA

1. Apologies for Absence
 2. Declarations of Interest
 3. Minutes - Executive - 7 June 2022 5 - 6
 4. Minutes - Executive - 14 June 2022 7 - 12
- EXECUTIVE MEMBER FOR ADULT HEALTH AND PUBLIC PROTECTION AND DIGITAL INCLUSION**
5. Application to the World Health Organisation (WHO) to Achieve Age Friendly Status 13 - 36
- EXECUTIVE MEMBER FOR FINANCE AND GOVERNANCE**
6. Welfare Strategy 37 - 56
- OVERVIEW AND SCRUTINY BOARD**
7. Final Report of the Children and Young People's Social Care and Services Scrutiny Panel - Locality Working from a Children's Services Perspective - Service Response 57 - 104
 8. Final Report of the Economic Development, Environment and Infrastructure Scrutiny Panel - Green Strategy - Service Response 105 - 132
- EXECUTIVE MEMBER FOR REGENERATION**
9. Restoration of the Old Town Hall 133 - 138
 10. Strategic Housing Site Disposals - Part A 139 - 156

11. Any other urgent items which in the opinion of the Chair, may be considered.
12. 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 items 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.

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|-----|---|-----------|
| 13. | EXEMPT Strategic Housing Site Disposals - Part B | 157 - 180 |
| | 3 | |
| 14. | EXEMPT Centre Square - Further Office Provision | 181 - 192 |
| | 3 | |

Charlotte Benjamin
Director of Legal and Governance Services

Town Hall
Middlesbrough
Monday 4 July 2022

MEMBERSHIP

Mayor A Preston (Chair) and Councillors B Cooper, D Coupe, TA Grainge, S Hill, L Mason, E Polano, M Smiles and S Walker

Assistance in accessing information

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

EXECUTIVE

A meeting of the Executive was held on Tuesday 7 June 2022.

PRESENT: Mayor A Preston (Chair) and Councillors D Coupe, TA Grainge, S Hill, L Mason, E Polano, M Smiles and S Walker

ALSO IN ATTENDANCE: Councillor R Arundale, Councillor C Dodds, R Dodds, G Hadfield, Councillor J Hobson, Councillor B Hubbard, T Livingstone, J Maunder, Councillor D McCabe, Councillor D Rooney, J Slater and G Sullivan

OFFICERS: C Benjamin, S Bonner, R Horniman, A Hoy, D Johnson, T Parkinson, S Reynolds and I Wright

APOLOGIES FOR ABSENCE: Councillor B Cooper

22/1 **DECLARATIONS OF INTEREST**

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

22/2 **MINUTES - EXECUTIVE - 29 APRIL 2022**

The minutes of the Executive meeting held on 29 April 2022 were submitted and approved as a correct record.

22/3 **MINUTES - EXECUTIVE - 10 MAY 2022**

The minutes of the Executive meeting held on 10 May 2022 were submitted and approved as a correct record.

22/4 **ADOPTION OF STAINSBY COUNTRY PARK AND MASTERPLAN**

The Executive Member for Regeneration and the Director of Regeneration and Culture submitted a report for the Executive's consideration. The purpose of the report was to seek adoption of the Stainsby Country Park and Masterplan, which had been finalised following public consultation, and delegate authority to the Director of Regeneration and Culture, in consultation with the Executive Member for Regeneration, to make any subsequent minor amendments to the Stainsby Country Park and Masterplan.

Adoption of the Stainsby Country Park and Masterplan planned to protect the best interests of Middlesbrough and would provide the Council the best possible control over the development of the land between Acklam and the A19. Adoption was crucial as the first of a number of planning applications relating to the site had already been submitted and was currently under consideration.

The masterplan set standards for a country park alongside new community facilities, sports facilities and play areas, as well as hundreds of new homes. The new housing was necessary to deliver the required number of homes by 2029.

The aim of adopting the masterplan was to give the Council more sway when considering planning applications. The vision for a country park would support nature, wildlife, trees and healthy living, and be key in creating a high quality place to live.

Not adopting the masterplan would leave the Council with limited power to influence how the area was developed, including the design of any roads.

Without a masterplan, private developers would have more freedom to develop housing and infrastructure - including a road - as they saw fit. That was because while the land was allocated for housing in the Council's Local Plan, adopted in 2014, the Local Plan did not contain sufficient information to control the level of detail the Council wanted to achieve. The Local Plan was the main document that would be considered in any application, the

masterplan supplemented the Local Plan and set out how the Council wanted to see any development delivered.

The Executive was not being asked to approve housing or a road, simply the design standards and principles that developers would be expected to meet.

The masterplan had been amended to make clear that as much as possible of Mandale Meadow would be retained in its current condition and incorporated into the wider country park. If the masterplan was implemented it would lead to a significant increase in high quality and accessible open space for the community thanks to the country park.

A Member commented on the importance of building eco-friendly homes that were energy efficient.

A Member queried the reason for Highways England making no commitment to the provision of the link road. The Director of Regeneration and Culture explained that Highways England would not comment until a full planning application had been submitted and further information was available to fully assess the impacts upon the highway network.

A Member made reference to paragraph 26 of the submitted report and enquired whether funding was available from the Tees Valley Combined Authority (TVCA). In response, the Director of Regeneration and Culture explained that the option to provide an alternative route across the A19 had been assessed and discounted due to the significant additional costs associated with its construction and the increased visual intrusion for existing housing. Further information on the alternative options was detailed on the Council's website. It was added that funding options for the link road were being explored/considered and representations would be made to the TVCA.

Two members of the public commented that they were in support of the masterplan but objected to the proposal of the link road, outlining concerns associated with the impact on biodiversity and the health of residents.

OPTIONS

Not to adopt the Stainsby Country Park and Masterplan - That would have meant that there would have been an absence of guidance on the expectations for the country park and the key layout principles, type of housing and quality of development that the Council would be seeking at Stainsby. There would have been less certainty for future developers and a potentially higher risk that the country park would not have been delivered.

ORDERED

- 1. That the Stainsby Country Park and Masterplan Supplementary Planning Document be adopted, to enable the Council to control development proposals brought forward by private sector landowners and developers in the area; and**
- 2. That authority be delegated to the Director of Regeneration and Culture, in consultation with the Executive Member for Regeneration, to make any subsequent minor amendments to the Stainsby Country Park and Masterplan.**

REASON

The Stainsby Country Park and Masterplan was a key Council document that reflected the Council's ambitions for high quality housing alongside the provision of a country park. The masterplan planned to help to clarify the Council's expectations for the delivery of a high quality development scheme whilst, at the same time, reducing risk and uncertainty for future developers.

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.

EXECUTIVE

A meeting of the Executive was held on Tuesday 14 June 2022.

PRESENT: Mayor A Preston (Chair) and Councillors D Coupe, TA Grainge, S Hill, L Mason, E Polano, M Smiles and S Walker

PRESENT BY INVITATION: Councillors J McTigue and M Saunders

ALSO IN ATTENDANCE: Councillor B Hubbard

OFFICERS: S Butcher, G Cooper, G Field, R Horniman, A Perriman, S Reynolds, E Scollay and I Wright

APOLOGIES FOR ABSENCE: Councillor B Cooper

SUSPENSION OF COUNCIL PROCEDURE RULE NO 5 - ORDER OF BUSINESS

ORDERED that, in accordance with Council Procedure Rule No 5, the committee agreed to vary the order of business.

ORDERED that the following items be considered as shown:

21/5 **DECLARATIONS OF INTEREST**

Name of Member	Type of Interest	Item/Nature of Interest
Councillor S Hill	Non-Pecuniary	Agenda Item 6 - Developing a New Community Centre at Southlands, Ward Councillor for Park End and Beckfield

21/6 **FINAL REPORT OF THE ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL - GREEN STRATEGY - SERVICE RESPONSE**

The Chair approved a request presented by the Chair of the Economic Development, Environment and Infrastructure Scrutiny Panel that the item be referred back to the scrutiny panel. The proposal planned to enable the scrutiny panel to review the content of its final report and consider the inclusion of additional information.

21/7 **CORPORATE PERFORMANCE UPDATE: 2021/22 YEAR END RESULTS**

The Mayor and the Chief Executive submitted a report for the Executive's consideration. The purpose of the report was to advise of corporate performance at year-end 2021/22 and where appropriate seek approval of any changes.

Overall, at year-end, there had been a slight improvement in performance from the quarter three reported position, with progress towards expected performance standards (as set out in the Council's risk appetite) achieved in three out of seven areas.

In terms of the progress in delivering Executive actions, at year-end, 39 of 51 live actions (76.5%) were reported as on target to be delivered by the agreed timescales, with 7 proposed amendments set out at Appendix 1 of the submitted report. All remaining Executive actions were expected to be achieved within their approved timescales. Further information was detailed at paragraphs 8 to 10 of the submitted report.

In terms of progress in delivering the Strategic Plan 2021-24, at 2021/22 year-end, 10 out of 24 (41.7%) of the Strategic Plan outcomes were either improving or static against the quarter

three position, with 10 (41.7%) worsening. As some measures were updated annually, there was no trend information available for 4 (16.7%) outcome measures at the present time. At 2021/22 year-end, performance against the Strategic Plan workplan was exceeding the corporate target of 90%. Further information on outcomes, the workplan and the Strategic Risk Register was detailed at paragraphs 11 to 25 of the submitted report.

In terms of progress in delivering directorate priorities, at 2021/22 year-end, 60% (65) of directorate priorities were completed, which was below the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers was 90% and 93% respectively, above the performance standard of 90%. Further information on progress in delivering directorate priorities was detailed at paragraphs 26 to 28 of the submitted report.

ORDERED

1. **That the proposed amendments to Executive actions, outlined at Appendix 1, be approved.**
2. **That the achievement in implementation of the Strategic Plan 2021-24 at 2021/22 year-end, detailed in Appendix 2, be noted.**
3. **That in light of the position outlined in the report, the Council's updated position in relation to Strategic Risk be noted.**
4. **That the 2021/22 year-end achievement in delivery of the 2021/22 directorate priorities, detailed in Appendix 3, be noted.**

REASON

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

21/8

REVENUE AND CAPITAL BUDGET - YEAR-END OUTTURN POSITION 2021/22

The Executive Member for Finance and Governance and the Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to provide information on the Council's financial position at year-end 2021/22, including the effect of Covid-19 on the Council's finances.

As reported in previously, the Covid-19 pandemic had impacted significantly on the Council's financial position during 2021/22 and would continue to in a number of areas in future years. That had made the management of the Council's finances more difficult due to the constantly evolving situation and also the level of uncertainty regarding the financial effects of Covid-19 in 2021/22 and future years. Covid-19 financial pressures were being monitored separately from the normal non-Covid-19 financial position.

The 2021/22 revenue budget for the Council was £116,492,035. During quarter one there had been a number of transfers of services between directorates due to managerial changes, and the financial position was reported against the new directorate budgets. The overall final year-end revenue outturn position for 2021/22 for non-Covid19 expenditure was a £2,325,000 underspend. The details of that were shown in the table below paragraph 10 of the submitted report, including the split by directorate.

It was proposed that the £2,325,000 underspend on non-Covid19 expenditure be initially transferred to the General Fund Reserve. The level of reserves remaining after the use and creation of those reserves was shown in the 'Reserves and Provisions' section of the submitted report (see paragraphs 158 to 163) and in Appendix 2.

In terms of directorate variances, those were set out at paragraphs 23 to 83. At year-end, 38 areas had spent +/-£150,000 of the agreed budget. Where appropriate, the on-going effects of variances would be considered as part of future updates of the Council's MTFP.

The financial impact of the Covid-19 pandemic in 2021/22 was summarised in paragraphs 84 to 111 of the submitted report. There had been a financial pressure due to Covid-19 of £390,000 in 2021/22.

In terms of the capital budget outturn 2021/22, following a further review and the inclusion of

new additional schemes (see paragraphs 125 and 126 of the submitted report), increases to existing schemes, and the reductions to existing schemes (as detailed in paragraph 123), the Council had spent £56.899m at year-end. The reasons for the underspend to the revised capital budget for 2021/22 and any changes required to the Investment Strategy were provided in the paragraphs 122 to 150. The revised Investment Strategy to 2024/25 was included at Appendix 1.

The Council's total borrowing increased from £205.2m at 30 December 2021 to £208.8m at 31 March 2022. Further information on borrowing and prudential indicators was detailed at paragraphs 151 to 157.

ORDERED

1. That the 2021/22 revenue budget initial year-end outturn, of a £2.462m overspend on non-Covid-19 elements, be noted.
2. That the implementation of the Flexible Use of Capital Receipts Strategy totalling £5.017m in 2021/22, as approved by Council on 20 October 2021, be noted.
3. That the transfer of £230,000 of the Public Health Directorate underspend relating to the sexual health service to the Public Health Reserve be approved.
4. That the 2021/22 revenue budget final year-end outturn (following the Flexible Use of Capital Receipts and transfer to Public Health Reserve), of a £2.325m underspend on non-Covid-19 elements, be noted.
5. That the financial effect of Covid-19 in 2021/22, of £390,000, be noted.
6. That the following transfers to reserves be approved:
 - a. Covid-19 expenditure incurred during 2021/22 to the Covid Recovery Reserve (£390,000);
 - b. the remaining balance on the Covid Recovery Reserve to a new specific earmarked Car Parking Pressures Reserve (£782,000) and the General Fund Reserve (£3,340,000); and
 - c. the final year-end outturn underspend on non-Covid-19 expenditure to the General Fund Reserve (£2,325,000).
7. That the creation of a new specific earmarked Social Care Transformation Reserve to help support the on-going effects of the significant and continued transformation work taking place within Children's Services be approved, and also that which was planned to take place within Adult Social Care regarding the Fair Cost of Care and Social Care Reforms, and the transfer of £5,665,000 to the Reserve from the General Fund Reserve be approved.
8. That the transfer of the following reserves into the new specific earmarked Social Care Transformation Reserve be approved, making a total of £7.072m available for the required transformation:
 - a. Children's Services Improvement Reserve (£175,000);
 - b. Children's Services Demand Reserve (£732,000); and
 - c. Social Care Demand Reserve (£500,000).
9. That the 2021/22 capital budget final year-end outturn of £56.899m against a revised capital budget of £59.035m be noted, and the revised Investment Strategy to 2024/25 at Appendix 1 be approved.

REASON

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

21/9

DEVELOPING A NEW COMMUNITY CENTRE AT SOUTHLANDS

The Executive Member for Regeneration and the Director of Regeneration and Culture submitted a report for the Executive's consideration. The purpose of the report was to provide information on the next steps to deliver the Council's aim for an exciting and transformational new £3.7m Community and Sport Centre, which planned to help regenerate East Middlesbrough and greatly improve the lives of local people.

The report recommended that Executive approved a further £900,000 towards the new Southlands Centre project. The investment planned to see a total of £2.1m spent on phase

one and a further £1.5m would deliver new and improved outdoor sport facilities built on the site and demonstrate the Council's ongoing commitment to sports provision in the town.

It was planned that the Sporting Hub would include the creation of new grass pitches, a new Third Generation Football Turf Pitch (3G FTP), the refurbishment of an existing 3G pitch and the Unity City Academy changing rooms, additional new changing rooms and extra car parking to deliver an exemplar facility.

In addition to the £1.7m Council funding already committed to the project, further sums of £600,000 and £500,000 had been secured from the Football Foundation and Towns Fund respectively to demonstrate the Council's commitment to partnership working to deliver positive outcomes for the town.

The preferred location for the centre had been originally identified as land that could be used to mitigate for the loss of playing pitch provision to facilitate the development of new, high quality, family housing at Marton Avenue. To overcome the issue, the Council had engaged positively with Sport England to develop a solution that planned to meet the needs for playing pitch provision and could allow the housing development to progress.

A planning application was expected to be submitted in August 2022 with construction of the centre due to start in November 2022.

The submitted report's recommendations satisfied the requirements of the local community and Sport England and met the aims and objectives of the Council.

Representations were made by local community groups in support of the proposal to develop the Community and Sport Centre in East Middlesbrough, the positive feedback received was acknowledged and valued.

OPTIONS

The preferred site for the new Community Centre at the Southlands had been initially identified as the location for the re-provision of lost playing fields due to the housing development at Marton Avenue.

An alternative recommendation could have looked to re-provide the playing pitches in that location, allowing the planning condition to be achieved without the need to provide any additional sporting facilities as identified within the Southland Vision Document (see Appendix 1). However, that recommendation would have required a new site location to be sourced for a new Community Centre, which would not likely meet the local community's preferences.

In addition, any alternative location for the centre would have potentially required Middlesbrough Council to re-provide lost playing fields or pitches, should the new location fall within Sport England classifications. If that was the case, new facilities would have been needed and that could have potentially caused further re-provision issues at a later date.

Another alternative would have been not to deliver a new community centre in East Middlesbrough, but that would have been a reputation risk to the Council and would not have met the identified local needs.

ORDERED

- 1. That the allocation of additional funding for Southlands (£900,000), as set out within the report, be approved.**
- 2. That discussions continue with Sport England on the sport provision at Southlands to enable the lifting of planning conditions relating to Marton Avenue.**
- 3. That authority be delegated to the Director of Regeneration and Culture and the Director of Finance, to adjust any final budget allocations, subject to the final agreed specifications, to ensure the timely delivery of the facilities, insofar as the project being delivered within the approved delivery budget highlighted within the report.**

REASON

As identified within the Middlesbrough Council Playing Pitch Strategy, there was a under supply of sporting provision in East Middlesbrough. The Project Delivery Plan identified the recommendation, which planned to assist the Council and its key strategic partners to define a way forward for potential development of the Southlands site. In summary, the scheme planned to deliver:

- a) phase 1 of a new Community Centre, as outlined, designed to allow construction of additional phases in the future;
- b) resurfacing of the existing Third Generation Football Turf Pitch (3G FTP);
- c) a new 3G FTP pitch;
- d) refurbishment of existing changing facilities at the Unity City Academy;
- e) construction of new changing facilities either as part of the new community centre, or a stand-alone modular building to the south of the site;
- f) x2 new Natural Turf Pitches (9v9); and
- g) additional parking facilities.

The development of a new community building was paramount to all local residents and community groups, and the proposed creation of a sporting hub was referenced in Middlesbrough Council's adopted Playing Pitch Strategy, and Local Football Foundation Plans.

The recommendation planned to allow amendments of an existing objection to residential development (which would result in a loss of playing pitches) by the provision of new natural turf pitches as part of overall redevelopment of the Southlands site.

21/10

CHILDREN'S SERVICES IMPROVEMENT PROGRAMME: UPDATE REPORT

The Deputy Mayor and Executive Member for Children's Services and the Executive Director of Children's Services submitted a report for the Executive's consideration. The purpose of the report was to provide information on the progress made against the Children's Services Improvement Plan, with particular reference to the findings of Ofsted's Monitoring Visit on 29/30 March 2022.

Ofsted had undertaken a Monitoring Visit to Children's Services on 29/30 March focusing on matching, placement and decision-making for children in care and planning and achieving permanence (forever homes) for children. The letter reporting Ofsted's findings, which were generally very positive, was published on 6 May 2022. A brief overview of Ofsted's findings was detailed in the main body of the submitted report.

The most significant risks to continued improvement and delivering against the Children's Services Improvement Plan were:

- The challenge of recruiting permanent experienced social work staff. Currently, 26% of social work staff were agency workers with the resulting additional staffing costs. However, 52% of those staff members had been working in Middlesbrough for over one year. That in itself brought some stability into the workforce and mitigated against changes of social workers for children.
- Maintaining the pace of improvement despite financial constraints, for example continuing to fund the Practice Leads and colleagues from Audit to Excellence.

Ofsted was due to return for the next Monitoring Visit in July 2022. It was envisaged that the visit would focus on the Council's Early Help Service, the Multi-Agency Children's Hub (MACH) and the Assessment Service.

OPTIONS

It was not appropriate to retain the status quo, as Children's Services would not have been meeting the needs of Middlesbrough's most vulnerable children.

ORDERED

1. That the progress made to improve outcomes for Middlesbrough's vulnerable children, as set out in our Children's Services Improvement plan 2020/2023, be noted.
2. That the effect of the work on Children's Services' mission, namely 'Our Mission to Show Middlesbrough Children that they Matter', be noted.

REASON

Although a decision was not required, if Children's Services did not make the required improvements as set out in the Children's Services Improvement Plan, at pace, the Council would not improve life chances for Middlesbrough's vulnerable children and increase its Ofsted judgement from its current 'Inadequate' status.

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

MIDDLESBROUGH COUNCIL	
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Report of:	Executive Member for Adult Health and Public Protection and Digital Inclusion Director of Public Health
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Submitted to:	Executive
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Date:	12 July 2022
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Title:	Application to the World Health Organisation (WHO) to Achieve Age Friendly Status
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Report for:	Decision
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Status:	Public
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Strategic priority:	Vulnerability
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Key decision:	Yes
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Why:	Decision(s) will have a significant impact in two or more wards
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Urgent:	No
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Why:	N/A
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Executive summary	
<ul style="list-style-type: none"> • The report presents an overview of the World Health Organisations framework for Age Friendly Communities. • The report gives an overview of what it means to become a member of the WHO global network of Age Friendly Cities and Communities (GNAFCC) and the benefits for Middlesbrough. • The report presents an overview of some of the current achievements to date • The report includes recommendations for agreement to progress to the next stage 	

Purpose

The purpose of the report is to seek approval from the executive for an application to the World Health Organisation (WHO) for Middlesbrough Council to join the Global Network of Age Friendly Cities and Communities to achieve Age Friendly Town Status.

Background and relevant information

1. The WHO Global Network for Age-friendly Cities and Communities (GNAFCC) was established in 2010 to connect cities, communities, and organisations worldwide with the common vision of making their community a great place to grow old in. As a response to global population ageing and rapid urbanisation, it focuses on action at the local level that fosters the full participation of older people in community life and promotes healthy and active ageing
2. The Age-friendly Communities Framework was developed by WHO in consultation with older people. It is built on the evidence of what supports healthy and active ageing in a place and includes eight interconnected domains, or areas, that places can address to better adapt their structures and services to meet people's needs as they age. These include the built environment, social environment and community and health support.



The above image was designed for our baseline assessment report and includes the eight domains of Age Friendly Communities

3. These aspects of community life need to be considered when making local plans as they help us to identify and address barriers to the well-being and participation of older people.
4. The mission of the GNAFCC is to stimulate and enable cities and communities around the world to become increasingly age friendly.

5. The most important aspect in creating an age friendly community is taking an integrated approach to thinking about the places where people live and how best to promote older people's wellbeing and engagement with their physical and social environments. Local authorities have an important 'place shaping' role – knowing their communities and ensuring that everyone can participate in economic, cultural, and social activity contributing to community wellbeing and prosperity.
6. Ageing Better Middlesbrough (ABM) was a 7-year National Lottery funded project to reduce Loneliness and Isolation on over 50s in Middlesbrough and was led by Middlesbrough and Stockton Mind. Premised on person-centred, coordinated support, ABM aimed to alleviate social isolation; improve mental health and well-being; and build confidence and learning from the programme, aimed to drive improvements in local services. During this time, the partnership worked with nearly 5000 beneficiaries and 100s of organisations across the town - from grassroots community groups to those across the Voluntary, Community, Public and Private sectors.
7. A key priority for the final year of the programme (April 2021 – March 2022) was to support Public Health with the introduction of an Age Friendly Middlesbrough, to leave a legacy from the ABM for the town and to help make Middlesbrough a better place to live for the whole community.

Age Friendly Middlesbrough – Achievements to date

8. In 2019 an Age Friendly Middlesbrough Steering Group led by Public Health was established to provide a multi-agency decision-making forum, that works collaboratively to :-
 - Influence local policy and strategy change that affects the lives of older people
 - Ensure that wider policy and strategy that affects the lives of older people is discussed and aligned with the Age Friendly Programme
 - Draw together the experience of older people, to improve delivery of local services and activity using the W.H.O Age Friendly Cities framework as a guide
 - Work in partnership with other statutory, voluntary and private sectors to ensure high quality services for older people
 - Provide a multi-agency decision-making forum, that works collaboratively to achieve a shared vision, to be recognised as an Age Friendly Town and achieve W.H.O accreditation
 - Ensure that Age Friendly activity, consistently and ambitiously reflects the voice of older adults
 - Ensure high quality and sustainable outcomes for older adults across all 8 domains of age friendly.
9. The Steering Group includes representatives from Public Health South Tees, Middlesbrough Council Staying Included Team, MBC Sensory Officer, MBC Hubs Manager, Healthwatch, Age UK Teesside, Cleveland Fire Authority, Thirteen Housing, Independent Age, Middlesbrough and Stockton Mind, Older People representatives and Social Prescribing link workers.
10. In September 2021 a Middlesbrough-wide Age Friendly Survey was launched based on WHO's 8 domains of Age Friendly Communities. The survey was analysed to inform a baseline assessment report which included key findings and the top 10 priorities of what older people said are important aspects of community life. The report will guide our action

planning, service delivery and partnership working over the next 3 years. (Baseline assessment report included in annex 1)

11. Building an age-friendly community requires immense physical and social planning. The Age-friendly Middlesbrough Steering Group will be laying the groundwork for many of these actions. The action plan will help us to guide the implementation of the key recommendations. Some of these actions are well underway and the Steering Group partners involved in implementing those actions have already been making a difference in our older people's lives. Other actions are still in the planning stage.
12. In November 2021 Public Health South Tees launched age-friendly training, in partnership with Middlesbrough and Stockton Mind. The training is to give participants a better understanding of how to support older people to age better in our community and includes:
 - Research and local information on the older population in Middlesbrough
 - Exploring the physical and psychological aspects of ageing, as well as looking at implications for our town and its services/businesses through local case studies
 - Suggestions of how to support older people to age better in our community, including mental health, sight / hearing loss, chronic disease, dementia, mobility, and the effects of medication

Becoming a member of the W.H.O Global Network

13. Becoming an Age-friendly Community is an ongoing process, with most places starting with an initial five-year commitment, incorporating up to two years to deliver a baseline assessment and action plan. From there, progress is assessed, and the work continues.
14. Membership to the Network is not an accreditation for age-friendliness, it reflects cities and Towns' commitment to listen to the needs of their ageing population, assess and monitor their age-friendliness and work collaboratively with older people and across sectors to create age-friendly physical and social environments. Membership is also a commitment to share experience, achievements and lessons learnt with other cities and communities.
15. The WHO Global Network for Age-friendly Cities and Communities currently includes 1333 cities and communities in 47 countries, covering over 298 million people worldwide.
16. A key benefit to submitting the application and becoming a member of the global network is that Middlesbrough will be recognised as working towards becoming an Age Friendly Town and the networks support and learning will support us on this journey
17. If our application is successful, the information we provide will be used to create a profile page for Middlesbrough and will be published on [Age Friendly World](#). This website will increase the visibility of our work and enable Middlesbrough Council to inspire change by showing what we have done and how we have achieved it. It will connect us to cities and communities worldwide to facilitate the exchange of information and experience, and support cities and communities to find solutions through innovative and evidence-based technical guidance.

Cycle of WHO Global Network of Age-friendly Cities©



Middlesbrough is currently in the planning stage (Years 1-2) and an Age Friendly Steering Group involving Stakeholders and Older People is leading the development of an action plan that underpins the 8 age friendly domains and the top 10 priorities identified in the baseline assessment of what older people have said are important aspects of community life. Age Friendly indicators will be agreed to help us to measure progress and evaluate our Age-friendly initiatives (Years 3-5)

What decision(s) are being recommended?

- 18. That the Executive: approves an application to the WHO GNAFCC for Middlesbrough Council to achieve age friendly status
- 19. That the Executive agrees for the application to include a covering letter from the Mayor

Rationale for the recommended decision(s)

- 20. Cities and communities can join the Network with the commitment by the political leadership to engage in this process and they are welcome to remain in the Network for as long as they stay engaged and share their experience with fellow members. An eligible member of the WHO GNAFCC must be
 - A directly elected or mandated public governing body possessing within a given territory, as defined by law, a set of competences to deliver public goods and services to citizens. Given the diverse allocation of responsibility for health policy and community planning among countries, membership is inclusive of sub-national organizational levels from the provincial or state level, to villages and townships with limited population numbers.
 - The authority and capacity to convene mechanisms for inter-sectoral collaboration, conduct baseline assessments and to develop, implement and monitor action plans aimed at making the cities and communities under their sphere of influence more age-friendly

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

- 21. There are no other decisions to be made.

Impact(s) of the recommended decision(s)

Legal

- 22. There are no legal impacts to becoming a member of the GNAFCC.

Strategic priorities and risks

23. Strategic Priority VUL 03 - To achieve Age Friendly Communities Status.

Risk description:

24. If Age Friendly Communities Status is not achieved, this may lead to an increase in older people in Middlesbrough becoming lonely and isolated, resulting in wider health inequalities, poorer health and wellbeing outcomes and increasing demands on the service and budgets

(See appendix 2 for risk profile)

Human Rights, Equality and Data Protection

25. No personal data will be shared with the World Health Organisation

Financial

26. There are no legal impacts to becoming a member of the GNAFCC

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

Action	Responsible Officer	Deadline
To submit online application to WHO GNAFCC	Emma McInnes	July 2022

Appendices

1	Age Friendly Middlesbrough baseline assessment summary report March 2022
2	Risk profile for Achieving Age Friendly Communities Status August 2021

Background papers

Body	Report title	Date

Contact: Emma McInnes – Health Improvement Specialist (Ageing Well)
Email: emma.mcinnnes@middlesbrough.gov.uk



Executive Summary

Middlesbrough: An Age-friendly Town?

Where We Are Now • March 2022

Report prepared by
Lucy Cushley, Andrea Mountain and Jo Booth
Ageing Better Middlesbrough Programme Management Team



Acknowledgements

The survey and report framework were modelled on:

Livability for All: The 2014 AARP Livable Communities Survey of Honolulu, Hawaii Adults Age 45+ report¹

Supporting information from the Centre for Ageing Better²

Ageing Better Middlesbrough staff team and partners

Members of Middlesbrough's Age-friendly Steering Group

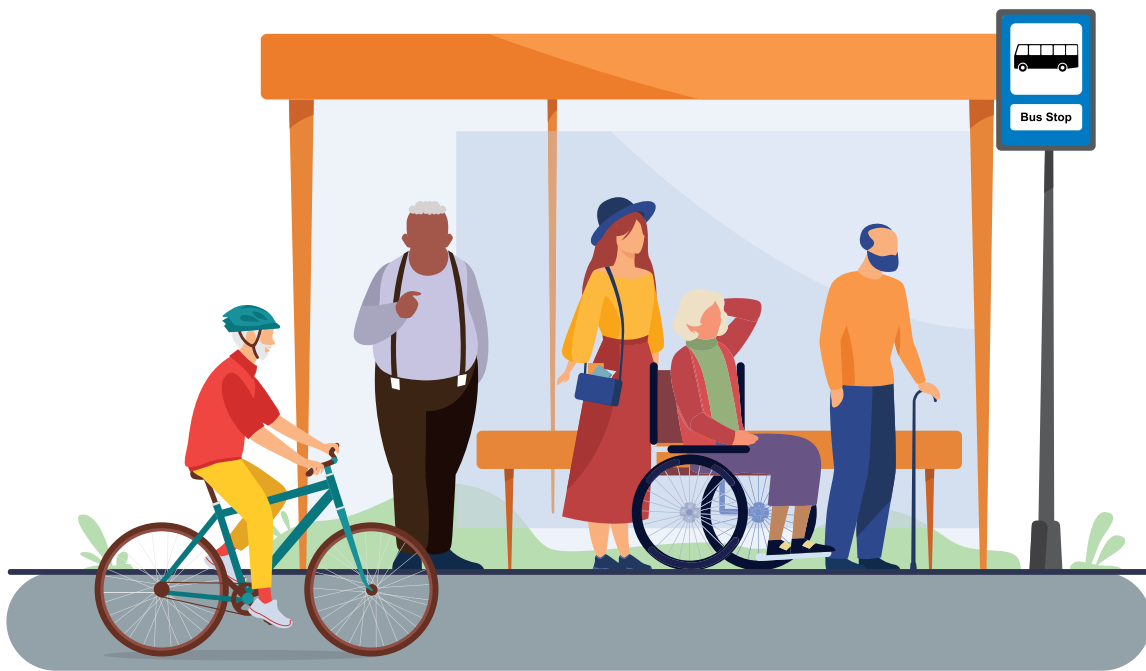
Members of the Ageing Better Middlesbrough Advisory Group (ABMAG)

National Lottery Community Fund

Public Health South Tees

Survey respondents

Teesside University



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Foreword

Our ambition is to develop Middlesbrough as an age-friendly town, where older people can live happy and healthy lives.

I am delighted to see the publication of this baseline report, which will form a key part of a continuous development and improvement approach for age-friendly communities in Middlesbrough, and will guide our action planning, service delivery and partnership working over the coming years. We will work to ensure that a collaborative approach continues, at both an operational and strategic level, taking account of services, local communities, policies and systems.

I would like to thank Ageing Better Middlesbrough and anyone who has played their part in developing this baseline report and look forward to see the work continue, to ensure that Middlesbrough is a place that supports and enables people to live and age well, in a way that is right for them.

Mark Adams
Joint Director of Public Health South Tees,
Middlesbrough Borough Council

Introduction: What is age-friendly?

The World Health Organisation (WHO) Global Network for Age-friendly Cities and Communities was established in 2010 to connect cities, communities and organisations worldwide with the common vision of making their community a great place to grow old in.

The WHO's Age-friendly Cities framework helps to consider all aspects of community lives when making plans for an age friendly town. It highlights 8 domains or community features that can be addressed to better adapt structures and services to the needs of older people:



With just over a third of Middlesbrough residents aged 50 years and older, we understand the importance of a proactive approach to meet the needs of an ageing population. We are passionate about making connections in our communities.

Our ambition is to make Middlesbrough a part of WHO's Global Network for Age-friendly Cities and Communities and commit to creating healthy and vibrant communities for older people where they can live happy and healthy lives.

Middlesbrough's age-friendly survey

In September 2021 Ageing Better Middlesbrough (ABM) in partnership with Public Health South Tees launched a Middlesbrough-wide age-friendly survey based on WHO's 8 domains. Launched during ABM's Festival of Ageing Better, the survey aimed to gather as many views of older people as possible to help build a picture of what is happening within the local community and find out what residents think can be done to make Middlesbrough a better place to live and age. The findings of the survey have informed development of this baseline report 'Middlesbrough: An Age-friendly Town? Where We Are Now: March 2022'. The report identifies the current state of play according to residents and puts forward some key recommendations for the future of an age-friendly Middlesbrough.

2,480 copies of the survey were posted to Middlesbrough residents homes and approximately 2,500 copies were distributed within the community at various venues and events. Surveys were available in paper form, online, in Braille and various languages. We completed some targeted work to engage with diverse communities and wards in some of the more deprived areas of Middlesbrough.

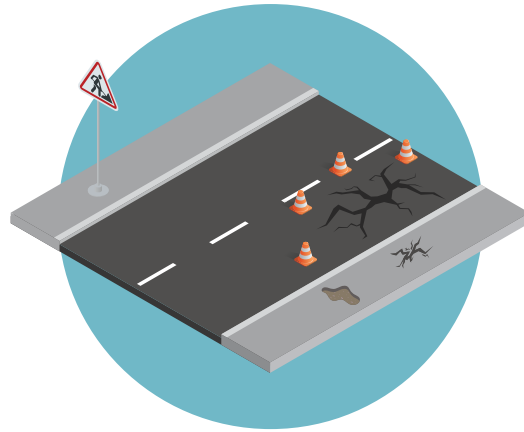
Highlights of survey analysis



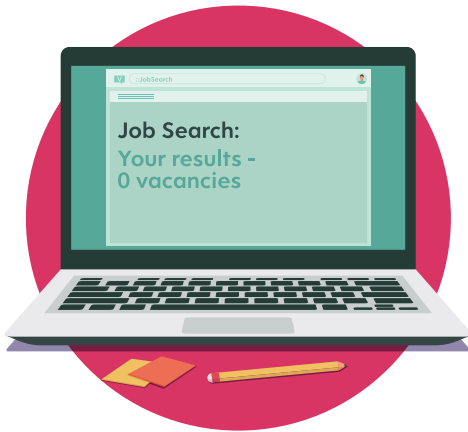
Key findings



A lack of **resting places** in public spaces and a lack of **clean and accessible toilets**



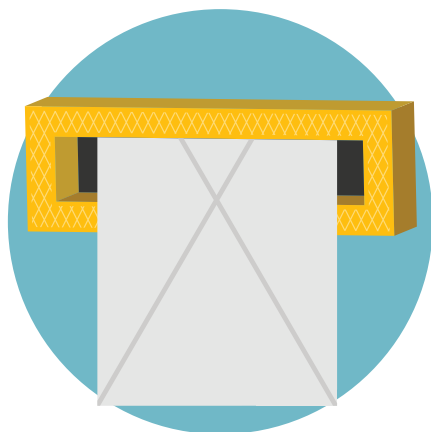
Concerns around the poor **maintenance of streets and roads** where they live



Perceived absence of **training and employment opportunities** for people aged 50 and over



Lack of reliable publicised **information about activities**



For this information to be available or **delivered** to people who have **difficulty or are unable to leave their home**



Need for more **activities** to be **affordable and accessible** to all residents

Top 3 most important aspects of our community for older people

Age-friendly domain

Top 3 most important aspects of a community (% of respondees identifying aspect as 'important')

Community support and health services



- Reliable ambulances (99.2%)
- Well maintained hospitals (98.5%)
- Respectful and helpful hospital staff (98.1%)

Transport



- Conveniently located bus stops (96.9%)
- Easily accessible public transport (96.2%)
- Well-maintained streets and roads (95.9%) in relation to Transport

Outdoor spaces and buildings



- Well-maintained streets (96.6%) in relation to Outdoor Spaces
- Pavements that are in a good condition (95.2%)
- Well-lit accessible, safe, streets and intersections (94.6%)

Social participation



- Widely publicised reliable information about activities (94.4%)
- Activities that are affordable to all (93%) in relation to Social Participation
- Activities that are easily accessible by public transport (91.6%)

Civic participation and employment



- Workplaces that are adapted to meet the needs of people with disabilities (92.1%)
- Policies against age discrimination (87.3%)
- Opportunities for people aged 50 or over to participate in decision making bodies (83.5%)

Housing



- Affordable home repair contractors (91.8%)
- Range of housing options with access options (88.4%)
- Choice of home repair contractors (88.4%)

Respect and social inclusion



- Activities that are affordable to all (88.4%) in relation to Respect and Social Inclusion
- Activities for older people with language or mobility challenges (81.7%)
- Activities that offer older person discounts (75.8%)

Communication and information



- Information delivered in person to people who have difficulty/are unable to leave their home (86.4%)
- Free access to computers and internet in public places (76.9%)
- Access to information in one central location (76.8%)

Top 10 needs for older people in Middlesbrough

Top 10 identified needs in Middlesbrough
(% gaps between what is important and what is available)

- 

1 Enough benches for **resting places** in public areas
- 

2 **Accessible clean toilets** that are available for public use
- 

3 **Conveniently located recreational facilities** for older people or people with disabilities
- 

4 **Pavements** that are in a **good condition**, safe for pedestrians and accessible for wheelchair and other assistive mobility devices
- 

5 Widely publicised, reliable **information about activities**
- 

6 A range of **flexible job opportunities**
- 

7 **Training** for people aged 50 or over
- 

8 **Activities** that offer older person **discounts**
- 

9 **Activities** that are **affordable** to all
- 10** **Activities** for older people with **language or mobility challenges**

Priority age-friendly domains

- 

A **Outdoor spaces and buildings**
- 

B **Social participation**
- 

C **Civic participation and employment**
- 

D **Respect and social inclusion**

Conclusions and recommendations

This baseline assessment has provided the foundation on which to build the changes needed to improve the age-friendliness of our town. This will help us to make an informed and evidence-based application to the World Health Organisation and to move on to the next stage of our age-friendly journey, to continue to work with local communities and partner organisations and to improve the social and built environment for older people.

The publication of this report is a crucial step in continuing to understand the experiences of older people in Middlesbrough. It also provides the outline for the next steps to ensure that Middlesbrough can continue with its age-friendly journey and be a place where people thrive as they grow older.

Overall recommendations

1. To ensure all transport services are age-friendly
2. Explore insight work with MBC highways and maintenance to improve maintenance of streets and roads
3. Work with Housing partners to review housing options for older people and include age-friendly housing features
4. Ensure older people's involvement in the design and delivery of services that are provided to support them
5. Working with employment providers to review recruitment policies that meet older people's needs
6. Improve offer of accessible and affordable activities for all
7. Improved provision of public toilets and introduction of public toilet map
8. Improve resting places through please have a seat campaign
9. Identify central location points for accessing available information on community activities

Building an age-friendly community requires immense physical and social planning. The Age-friendly Middlesbrough Steering Group will be laying the groundwork for many of these actions and have developed an initial Age-friendly Middlesbrough Action Plan.

The action plan will help us to guide the implementation of the key recommendations. Some of these actions are well underway and the Steering Group partners involved in implementing those actions have already been making a difference in our older people's lives. Other actions are still in the planning stage.

Middlesbrough Council will be promoting and sharing the values and principles of age-friendly Communities which are intrinsically aligned to the WHO age-friendly domains and we will be asking businesses and organisations to pledge their support to an Age-friendly Charter for Middlesbrough.

To pledge your support as an individual or organisation or to view the action plan, please go to www.middlesbrough.gov.uk/AgeFriendlyMiddlesbrough

With an ever-growing older population, Middlesbrough will need cross-sector collaboration to improve the lives of older people, their families and the communities in which they live. We will need to engage with key stakeholders in each Age-friendly domain to consult, research and develop further over the next few years.

Key stakeholders include; Benefits and Council Tax; Births, Deaths and Marriages; Business; Careers and Job Opportunities; Children, Families and Safeguarding; Community Support and Safety; Elections; Environment and Public Protection; Leisure, Events, Libraries and Hubs; Mayor, Council and Councillors; Open Data, FOI and Have Your Say; Parking, Roads and Footpaths; Planning and Housing; Recycling and Rubbish; Schools and Education; and Social Care and Wellbeing.

“Let's take action today for all our tomorrows. Let's make ageing better.”³

Outdoor spaces and buildings



Transportation



Communication and information



References

- 1 Nelson, B. M. and Harrison, E. Y. (2014) 'Liveability for All: The 2014 AARP Livable Communities Survey of Honolulu, Hawaii Adults Age 45+' Available at: <https://www.aarp.org/livable-communities/info-2014/livability-for-all--the-2014-livable-communities-survey-of-honol.html>
- 2 Centre for Ageing Better (2022) 'Publications' Available at: https://ageing-better.org.uk/publications?qclid=EAlaIQobChMI_d_AjNOQ9gIVIDY4Ch2J4ABsEAAYASAAEgKe8vD_BwE
- 3 Centre for Ageing Better (2021) 'Age Positive Images'. Available at: <https://ageing-better.org.uk/sites/default/files/2021-05/Age-positive-image-library-May-21.pdf>



Risk Profile Form

Directorate:	Adult Social Care and Health Integration					
Director:	Erik Scollay					
Risk Level	Strategic	Directorate	Head of Service			
Risk Title	Achieve Age Friendly Communities Status					
Risk description:						
<p>If Age Friendly Communities Status is not achieved, this may lead to an increase in older people becoming lonely and isolated, resulting in wider health inequalities, poorer health and wellbeing outcomes and increasing demands on the service and budgets.</p>						
Sources and risk triggers:		Impacts and consequences:		Original Risk rating		
<ul style="list-style-type: none"> Ageing population Increased complexity of Health and Social Care Needs Increased reliance on digital support and services. Insecure funding to enable sustained investment. Population transiency, reducing ability to build community connections. Limited employment opportunities Areas of deprivation adding increased socio-economic inequality. Lack of political Support for achieving Age Friendly Status 		<ul style="list-style-type: none"> Social exclusion, Widening health inequalities. Increasing demands on services. Reputational damage to the Council Non-compliance with PSE duties Disparities in health and social care Inequity of access for increasing ageing population Increased levels of loneliness and isolation. Lack of Leadership and buy in from other Council Departments. 		Likelihood	Impact	SCORE
				5	5	25
Internal Controls(Current Mitigations in place):				Current Risk rating		
<p>Established An Age Friendly Steering Group which is Cross Sector Partnership that will provide crucial insight and routes to action to support the delivery of Age Friendly Communities and find ways to improve the lives of older people in terms of their, health, housing, social and personal wellbeing in their communities.</p> <p>Funding identified for short term post up to March 2022 to support a public consultation on Age Friendly domains, including Transport and Housing and production of a baseline report, which is a comprehensive assessment on how Age Friendly we are as a Town.</p> <p>South Tees Loneliness Action Plan developed in response to Government Strategy and to highlight loneliness as cross cutting issue across all departments and sectors and includes a rapid review of service and support to address loneliness and isolation. .</p>						
				3	5	15
Related to (Future Mitigations)				Target Risk rating		
Action	Target date	Responsible Officer		3	2	6

To assist and facilitate a Public Consultation on 8 Domains of Age Friendly Communities, including housing and transport - to better understand the needs of the community.	Sept 2021	Emma McInnes			
To develop a baseline assessment report to demonstrate how Age Friendly we are as a Town and our aims.	Dec 2021	Emma McInnes			
To assist in submission of application to World Health Organisation to demonstrate our commitment and to achieve Age Friendly Communities status	Jan 2022	Emma McInnes			
To develop and launch a 3 year Action Plan to outline our agreed priorities to make Middlesbrough Age Friendly Town.	March 2022	Emma McInnes			
To Identify Funding for delivery of Age Friendly Activities	March 2022	Emma McInnes			

MIDDLESBROUGH COUNCIL	
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Report of:	Executive Member for Finance & Governance Director of Finance
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Submitted to:	Executive
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Date:	12 July 2022
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Title:	Welfare Strategy
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Report for:	Decision
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Status:	Public
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Strategic priority:	Vulnerability
----------------------------	---------------

Key decision:	Yes
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Why:	Decision(s) will have a significant impact in two or more wards
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Urgent:	No
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Why:	N/A
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Executive summary
<p>This report seeks approval to adopt a new Welfare Strategy which brings together a significant number of existing and future policies under one overall strategic approach.</p> <p>The intended purpose of the Welfare Strategy is to support Middlesbrough’s most vulnerable residents (of which this forms part of the strategic plan), who are in need of financial assistance, advice and support. The strategy provides a menu of support mechanisms that are designed to respond to situations such as the recent cost of living crisis, consequences of the pandemic (also linking in to the strategic plan), and any other external factors that impact the financial pressures on residents and businesses. The strategy is designed to provide a single point of contact as a means to access this support.</p> <p>The proposed decision is that Executive:</p> <ul style="list-style-type: none"> • <i>Approves the adoption of the Welfare Strategy.</i> • <i>That delegated authority to approve any future revisions to the strategy be provided to the Director of Finance, as Section 151 Officer</i>

Purpose

1. This report seeks approval to adopt a new welfare strategy.

Background and relevant information

2. Middlesbrough Council's Welfare Strategy is intended to incorporate a number of existing and future policies under one overall strategic approach.
3. Over the past 2 years, a number of policies have been created or revised to reflect a more coordinated approach by the Council towards the provision of financial assistance, advice and support to the town's most financially vulnerable residents.
4. The new and revised policies also have helped provide a consistent approach to all residents who owe a debt to the Council, need help due to a crisis or specific need, or need help due to other external factors. The Welfare Strategy has been designed to incorporate all of the policies into a single offering that is easy for residents and staff to navigate.
5. The policies and solutions which the Welfare Strategy brings together includes:
 - General Welfare Advice & Support;
 - Vulnerability for adults, children and circumstances (such as a change in personal circumstances);
 - Community Bank – access to bank account and regulated loans;
 - Financial Inclusion Group (FIG) (access to 43 partnering organisations);
 - Discretionary Housing Payments and support;
 - Crisis Payments & Emergency Support;
 - Food Poverty solutions including food support for children;
 - Council Tax Reduction scheme / Housing Benefit and other means tested benefits;
 - Exceptional Hardship Fund - payments for those unable to pay their full Council Tax payment;
 - Hardship Support – access to white goods, furniture, fuel, etc.;
 - The Council's Stop the Knock approach;
 - Collecting debt through a centralised solution, in conjunction with the Council's Debt Management policy;
 - Non pursuance of debt as out lined in the Debt Write Off policy.
6. The objectives of the Welfare Strategy are as follows:
 - Effectively manage future Welfare Reform developments;
 - Help the town's most vulnerable including those on low income to support an improvement in their disposable income and help to achieve financial stability;
 - Provide a menu of available help and support;
 - Provide a clear and comprehensive message and to deliver in line with the individual polices which form part of this proposed strategy;
 - To ensure a corporate collaborative approach exists where there is a shared interest (resident and / or business);
 - To link in with the Council's Health and wellbeing / public protection offerings.

7. Any resident or business who is identified as requiring financial assistance will have their circumstances evaluated at the first point of contact, in line with this strategy. The expectation is that services and partners will signpost to Resident & Business Support, to ensure that appropriate support is provided.
8. Middlesbrough are already responding to a number of initiatives through funding provided by Central Government. The amount of funding provided is c £11 million, and from April 2022 to September 2022, 85% of the households in Middlesbrough will be able to access this. It is intended for this funding to be used to support residents who have been affected by rising cost of living and the current fuel situation.
9. At the moment, over 35,000 households within the town have received £150 Energy Rebate (c£5.2m has been paid). Notwithstanding, 9,000 children who meet the Free School Meal eligibility criteria have been provided with £60 (c £700,000 has been paid). There are a number of initiatives to follow, all linking in to providing financial support to vulnerable groups (children, adults, circumstances).
10. The proposed Welfare Strategy is attached to this report for consideration and approval as Appendix 1.
11. All wards are affected by this new strategy.

What decision(s) are being recommended?

12. That Executive:

- *Approves the adoption of the Welfare Strategy.*
- *that delegated authority to approve any future revisions to the strategy be provided to the Director of Finance, as Section 151 Officer*

Rationale for the recommended decision(s)

13. The Council now has a significant number of welfare related policies and these will continue to evolve over time. The adoption of the Welfare Strategy will provide a corporate and coordinated approach which will ensure future policies will complement and strengthen this strategy.
14. The Welfare Strategy will ensure targeted support is provided for the financially vulnerable within the town, through a menu of financial assistance, advice and support.

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

15. No other potential decisions have been recommended as this strategy provides an overarching and consolidated approach to considering resident's needs in line with the approved supporting policies which inform this strategy.

Impact(s) of the recommended decision(s)

Legal

16. There is no legal requirement to have a Welfare Strategy, however the rationale for this is outlined above. Many of the existing policies are however adopted under various

legal powers such as the Local Government Finance Act. Each policy, when adopted, makes reference to any legal requirements which either provide for it, or impact upon it.

Strategic priorities and risks

17. The proposed policy will contribute as follows to the Council's strategic plan.

People	Place	Business
<i>Provide residents of Middlesbrough (and particularly those who are vulnerable) with access to coordinated financial support and advice.</i>	NA	<i>It is important that residents have access to all support, financial or other. This strategy will support other corporate offerings in particularly those within Adult social Care and Public Health.</i>

18. This policy will impact on the following risks:

- **08-059 Incorrect assumptions in the MTFP** – by helping those who are vulnerable, the strategy will aim to support residents to be able to access additional financial support (where appropriate), which is intended to free up disposable income so that residents can meet their Council Tax obligations;
- **08-075 Reduction in Council Tax Collection** – as above;
- **08-102 Court Costs Income** – if residents fulfil their Council Tax obligations, this potentially will reduce the amount of income generated for the Council through court costs.

19. There are no direct links to Strategic Plan initiatives, however this strategy links to the following Strategic Plan priorities:

- **Vulnerability** - We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support the vulnerable.
- **COVID-19 Recovery** – The strategy will support the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back more support and improved services.

20. A number of the policies over which this strategy sits, have had individual Impact Assessments carried out.

Human Rights, Equality and Data Protection

21. The Welfare Strategy incorporates a number of policies which have been individually impact assessed. The details of the policies and associated impact assessments can be found below under '*background papers*' below. Since the Welfare Strategy incorporates these existing policies, there has been no further Impact Assessments carried out. The strategy does not change the aims and delivery mechanisms of the existing policies and approaches.

22. As part of the roll out of these policies, the exchange of data has been reviewed to ensure that all exchanges are legal and lawful. Links to all of these policies are included in the strategy.

Financial

23. The strategy and all relevant policies are already provided for financially, either by central Government or the Council.

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

Action	Responsible Officer	Deadline
The Welfare Strategy will be published on a number of pages on the Council's website.	Mark Symmonds	By 31 July 2022
Training will be rolled out for relevant staff to ensure they are able to support residents to claim the support, and administer awards fairly and consistently within the proposed strategy.	Janette Savage	By 30 September 2022
Attendance at all Departmental Management teams to inform them of this strategy and associated policies	Janette Savage	By 30 September 2022

Appendices

1	Draft Welfare Strategy
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Background papers

Body	Report title	Date
Executive	Stop the knock report / Vulnerability Policy – Collectable Debt (<i>including Impact Assessment</i>)	16 June 2020 Meeting of Executive on Tuesday 16th June, 2020
Executive	Corporate Crisis Policy (<i>including Impact Assessment</i>)	11 January 2022 Agenda for Executive on Tuesday 11th January, 2022

Executive & Full Council	Local Council Tax Support 2022/23 (<i>including level 1 & 2 Impact Assessment</i>)	14 February 2022 Agenda for Executive on Monday 14th February, 2022 23 February 2022 Agenda for Council on Wednesday 23rd February, 2022
Executive Member for Environment, Finance and Governance	Section 13A (1) (a) (Exceptional Hardship Fund) Policy	26 April 2022 Agenda for Executive Member for Environment, Finance and Governance on Tuesday 26th April, 2022
Executive Member for Environment, Finance and Governance	Corporate Debt Management Policy (<i>including Impact Assessment</i>)	21 July 2021 Agenda for Executive Member for Environment, Finance and Governance on Wednesday 21st July, 2021

Contact: Janette Savage - Head of Resident & Business Support.
Email: Janette_savage@middlesbrough.gov.uk

Welfare Strategy

Live from: **xx xxxx 2022**

Live until: **xx xxxx 2026**

Title	Welfare Strategy		
Creator	Author(s)	Mark Symmonds (Support Services Manager)	
	Approved by	Janette Savage	
	Department	Resident and Business Support	
	Service area	Finance	
	Head of Service	Janette Savage	
	Director	Ian Wright	
Date	Created	5 April 2022	
	Submitted	Xx xx 2022	
	Approved	Xx xx 2022	
	Updating Frequency	4 years	
Status	Version: 0.2		
Contributor(s)	Head of Service – Revenues & Benefits, Strategic Business Manager,		
Subject	Welfare		
Type	Strategy		
	Vital Record		EIR
Coverage	Middlesbrough Council		
Language	English		
Document Control			
Version	Date	Revision History	Reviser
0.1	05.04.22	First draft	M Symmonds
0.2	06.05.22	Second draft	J. Savage, M. Barker, Rebecca Scott
0.3	06.05.22	Third draft	J. Savage, M. Symmonds
0.4	29.06.22	Fourth draft	
Distribution List			
Version	Date	Name/Service area	Action
Contact:	Mark_Symmonds@middlesbrough.gov.uk		

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Foreword

Endorsement from Mayor, Executive Member and/or Chief Executive, as appropriate.

Executive to provide a paragraph for insertion.

Introduction

Middlesbrough Council's Welfare Strategy is intended to incorporate a number of existing and forthcoming policies under one overall strategic approach.

It links into the Council's Strategic Plan for 2021 – 24, by aiming to work with communities and other public services to improve the lives of local people.

The strategy is also intended to help the Council and its partners achieve the Mayor's vision which is that "No child will go hungry in Middlesbrough".

The intention of the Welfare Strategy is to support Middlesbrough's vulnerable residents (one of the priorities within the strategic plan), who are in need of financial assistance, advice and support. The strategy provides a route to a number of support mechanisms that are designed to respond to situations brought about by the pandemic (also linking in to the strategic plan), the financial pressures on residents and businesses, and the need to respond to residents as a single point of contact to access this support.

During 2020 – 2022, a number of policies have been rolled out which underpin this Welfare Strategy. In addition, a number of services have been centralised into a corporate offering known as Resident and Business Support. The aims of this service is to respond to addressing debt problems and associated collection, alongside providing help and assistance through additional financial support, which in turn is intended to address any root cause problems for the debt situation.

The various policies, support services and initiatives which make up the overarching Welfare Strategy include:

- General Welfare Advice & Support;
- Vulnerability for adults, children and circumstances (such as a change in personal circumstances);
- Community Bank – access to bank account and regulated loans;
- Middlesbrough Council's Financial Inclusion Group (FIG) (access to 43 partnering organisations);
- Discretionary Housing Payments and support;
- Crisis Payments & Emergency Support;
- Food Poverty solutions including food support for children;

- Council Tax Reduction scheme / Housing Benefit and other means tested benefits;
- Exceptional Hardship Fund - payments for those unable to pay their full Council Tax payment;
- Hardship Support – access to white goods, furniture, fuel, etc.;
- The Council’s Stop the Knock approach;
- Centralised debt collection services;
- Debt Management and Debt Write Off policies.

Legislative and regulatory framework

Key elements of the legislative and regulatory framework for this policy are set out below.

Local Government Acts 1992 (as amended)	Establishes requirements to manage the Council’s financial affairs and the appointment of a section 151 officer.
Council Tax (Administration and Enforcement) Regulations 1992	Make provision for the administration and enforcement of Council Tax.
Section 13A (1) (a) & (c) of the Local Government Finance Act 1992 (as amended by Section 10 of the Local Government Finance Act 2012)	Gives the Council additional discretionary powers to reduce the amount of Council Tax payable for individuals, or for classes of Council Tax payer.
Data Protection Act 2018	Controls the lawful passing of personal data from one part of the Council to another.
Social Security Contributions and Benefits Act 1992	The primary legislation for the administration of most benefits in the UK
Social Security Administration Act 1992	The primary legislation for most benefits in the UK
Insolvency Act 1986	Consolidates enactments relating to company insolvency and winding up, and bankruptcy of individuals
Equality Act 2010	Is an amalgamation of previous anti-discrimination laws. It is a law which protects from discrimination of unfair treatment on the basis of certain personal characteristics such as age
General Data Protection Regulation 2016 (GDPR) and Data Protection Act 2018 (DPA2018)	The GDPR/DPA2018 place a duty on the Council to comply with the data protection principles relating to processing of personal data: (1)(a) Lawfulness, fairness and transparency; (1)(b) Purpose limitation; (1)(c) Data minimisation; (1)(d) Accuracy; (1)(e) Storage limitation; (1)(f) Integrity and confidentiality (security);

	(2) Accountability (including the rights of data subjects).
Freedom of Information Act (FOIA) 2000	Under the FOIA, the Council has a duty to make information available to the public upon request, unless specific exemption(s) apply. It is also obliged to proactively and routinely publish information that has been frequently requested in the past in its Publication Scheme. Information requests frequently include requests for information held in emails.
Non-Domestic Rating (Collection and Enforcement)(Local Lists) Regulations 1989	Make provision for the collection and enforcement of non-domestic rates.
Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) Regulations 2020	Establishes a debt respite scheme and establishes a breathing space moratorium and a mental health crisis moratorium.
The Housing Benefit General Regulations 1987 and 1992	Sets out the legislation that governs the payment of Housing Benefit, including Housing Benefit overpayments and their associated recovery
Taking Control of Goods Regulations 2013	Provides the legislation for the taking control of goods in the UK, including the use of enforcement agents
County Courts Act 1984,	Establishes a single county court and its jurisdiction
Civil Procedure Rules 1998	Establishes the rules of Civil Procedure used by various courts in the UK
Charging Orders Act 1979	An Act to make provision for imposing charges to secure payment of money due, or to become due, under judgments or orders of court; to provide for restraining and prohibiting dealings with, and the making of payments in respect of, certain securities; and for connected purposes.
Safeguarding Vulnerable Groups Act 2006	An Act to make provision in connection with the protection of children and vulnerable adults.
Modern Slavery Act 2015	An Act designed to combat modern slavery in the UK.
Tribunal Courts and Enforcement Act 2007	An act which makes provision for tribunals and inquiries, particularly relating to the enforcement of judgments and debts.
Insolvency Act 1986	Consolidates enactments relating to company insolvency and winding up, and bankruptcy of individuals
Equality Act 2010.	Is an amalgamation of previous anti-discrimination laws. It is a law which protects from discrimination of unfair treatment on the basis of certain personal



	characteristics such as age, gender, race, religion, etc.
Regulation of Investigatory Powers Act 2000 (RIPA)	Governs the use of covert surveillance by public bodies.
Children Act 1989 – Section 17	Social services have a general duty to safeguard and promote the welfare of children in need in their area
National Food Strategy	Recommendations to make sure a generation of children do not get left behind and focusses upon food for disadvantaged children.

Vision and strategic aims

The vision of this strategy is designed to improve the financial and social wellbeing of an individual, and also improve their health and wellbeing. This will in turn impact on the overall quality of life of our residents and their “stability” in terms of financial, tenancy, domestic, food, energy and digital skills.

The aims of this strategy are to:

- Support vulnerable residents who are in need of financial assistance, advice and support;
- Provide a route to support mechanisms that are designed to respond to situations (such as):
 - Crisis;
 - The ongoing consequences brought about by the pandemic;
 - Fuel and energy;
 - Cost of living;
 - Food instability;
 - Public Health welfare related matters;
 - Welfare vulnerability;
- Provide a single point of contact with the Council for the resident (i.e. Resident and Business Support service).

Current position

The Council’s current position has been evolving over a period of time, which has led to the adoption of an overarching Welfare Strategy which brings together all of the policies, support and services.

Strategic objectives

The strategic objectives of this strategy are designed to support the following:

- A stronger local economy;
- A more sustainable environment;
- Supporting our communities;
- Providing excellent public services;
- Financial Inclusiveness - Working together to ensure our residents are not financially excluded;

- Fuel Poverty: Providing information/advice and targeting the support available to reduce costs and maximise energy efficiency;
- Working within priority neighbourhoods and those individuals at risk of exclusion to improve quality of life and reduce inequality.

This strategy has the following objectives;

- Effectively manage future Welfare Reform developments;
- Support the vulnerable and those on low income within our communities to maximise their income and achieve financial stability;
- Provide a menu of available help and support;
- Provide a clear and comprehensive message and to deliver in line with the individual policies which form part of this proposed strategy.
- To ensure a corporate collaborative approach exists where there is a shared interest (resident and / or business).

The Integral Parts of our Welfare Strategy



A summary of each segment of the Council's Welfare Strategy can be found below:

1. General Welfare Advice & Support

The Council and its partners offer a significant number of advice and supporting services to help residents deal with a number of situations which have been categorised them into the following 6 categories:

- Help in a Crisis;
- Help with Debt;

- Help with energy bills;
- Help with rent and other bills;
- Benefits;
- Help with Health and Wellbeing.

This has been centralised through a single ‘gateway’ webpage which can be found at the following link [Cost of living](#).

2. Vulnerability for adults, children and circumstances (such as a change in personal circumstances)

Middlesbrough Council recognise that residents / customers who are experiencing financial problems may be vulnerable, this could be the prime reason for the vulnerability, or may be because of another vulnerability that results in the residents / customer overlooking/disregarding their payment obligations.

As such, the Council has various duties and obligations to ensure that all elements of work is consistent with strategic plan and organisational values.

In recognition of the Council’s responsibilities, positive steps will be taken to put in place reasonable adjustments and appropriate support, where needed and if requested, to take account of those vulnerabilities and to ensure each resident/customer is not at risk of undue detriment when the Council are seeking to secure outstanding debts/monies due to the Council.

The policy can be found at the following link:

[Vulnerability Policy](#)

3. Community Banks

Middlesbrough Council has worked with South Tees Community Bank to establish a community bank within the borough. The bank will:

- Promote its services;
- Raise financial awareness within the town;
- Follow a take up strategy to improve the number of account and loans to Middlesbrough residents;
- Promote loans as an alternative to loan sharks and high interest lenders;
- Target support to vulnerable residents;

4. Middlesbrough Council’s Financial Inclusion Group (FIG)

Middlesbrough Council has a Financial Inclusion Group (FIG) which meets periodically and brings together key officers within the Council and from various

other partner organisations within the borough. All members of the group have a vested aim to improve the financial wellbeing of residents within Middlesbrough.

5. Discretionary Housing Payments / Support (DHPs)

DHPs are discretionary payments administered by local authorities that can be made to benefit claimants to provide additional support for housing costs. Where a resident is entitled to Housing Benefit or support for housing costs as part of their Universal Credit claim but that support does not fully cover their rent they can apply for a DHP. DHPs existed before the start of the Government programme of welfare reform but funding for them was significantly increased in order that they could be used to mitigate some of the impacts from changes to Local Housing Allowance, the Removal of the Spare Room Subsidy and the Benefit Cap.

The Council's overall provision for DHPs can be found at the following link:

[Discretionary Housing Payments](#)

6. Crisis Payments / Emergency Support

The Council recently adopted a Corporate Crisis Policy which sets out how the Council will support residents who are in a crisis situation, and gives guidance to staff about the specific types of support which are considered suitable and fund limits which can be offered. The policy can be found at the following link

[Corporate Crisis Policy 2022](#)

7. Food Poverty solutions

The Council are in the process of adopting a Food Poverty policy which will sets out how the Council co-ordinates its approach to the provision of food within the borough, and links into numerous organisations who also provide food under differing funding arrangements.

The policy is intended to help the Council and its partners achieve the Mayor's vision which is that "No child will go hungry in Middlesbrough".

The purpose of this new policy is to provide clear guidance for all Council Officers on the existing free food provision throughout the borough, the support available to those residents who access any provision, and the services who can help with the root cause.

This new policy is due to be adopted during 2022 and will be inserted into this strategy upon completion.

8. Council Tax Reduction scheme

In February 2022, the Council adopted a new Council Tax Reduction scheme which became effective on 1 April 2022. The new scheme is a simpler approach to awarding a reduction in the full charge to those residents who have low incomes. It follows an Income Banded approach. More details can be found at the following link:

9. Exceptional Hardship Fund for Council Tax payees

A section 13a payment is a local scheme introduced from 1 April 2013 and is intended to provide additional financial help to residents on low incomes who claim Council Tax Reduction and cannot afford to pay their Council tax after a reduction has been awarded. The payment looks at the circumstances of the claimant (both financial and other), and the purpose of the policy is to:

- Prevent homelessness;
- Alleviate poverty;
- Safeguard residents in their home;
- Help residents through personal crises, severe or exceptional circumstances and difficult life events such as death, family illness, etc.;
- Assisting residents where they or their family members are sick or disabled.

The above list is not exhaustive, but illustrates the main aims of the policy.

Section 13 A (1) (a) Exceptional Hardship Policy

10. Hardship Support

The Council offers a significant amount of Hardship Support within its Welfare Strategy. This includes (but is not limited to)

- Discretionary Housing Payments (see above);
- Crisis Payments / Emergency Support (see above);
- Free food;
- White Goods and furniture;
- Help with energy bills;
- Support to claim additional benefits.

11. Stop the Knock Approach

The Council adopted a Stop the Knock approach during 2020, which intends to try to avoid the use of external bailiffs to those residents who have a low income, claim benefits and / or are financially vulnerable.

The approach enabled the Council to sign up to the Money Advice Trust's innovative 'Stop the Knock' initiative.

The solution is designed as a 'helping hand' to support residents who are experiencing difficulties in meeting payment obligations and in receipt of Council Tax Reduction and/or may be considered vulnerable. It also provides details of the additional support and assistance available to Middlesbrough residents, whilst

addressing how the proposed changes in process will help those residents who take positive steps to access initiatives/opportunities or self-help.

The principles of Stop the Knock have been designed to extend beyond Revenues and Benefits Services and equally apply to other Council Services where applicable.

The full stop the knock report and approach can be found at the following link.

[Stop The Knock Report](#)

12. Centralised Debt Collection Services

Resident and Business Support is a newly formed Service area that has integrated all Debt, Financial Assistance, Advice and Support. With a targeted focus on the financial welfare of residents and businesses, the services model provides a one-stop solution to enable the identification and early intervention for residents and businesses who are experiencing financial difficulty and who may require additional support.

Middlesbrough are completely committed to supporting our most financial vulnerable residents and for those residents that take positive steps, we will provide a tailored solution. All they need to do is get in touch.

13. Debt Management and Debt Write Off policies

The Council adopted a comprehensive Corporate Debt Management policy during 2021, which sets out how the Council will manage all of its debt and income, and facilitates a fair and consistent approach to the recovery of debt across all Council services.

Shortly after this, the Council adopted a Corporate Write Off policy which sets out how the Council will consider writing off debt, the process for doing so, and facilitates a fair and consistent approach across all Council services.

The 2 policies can be found at the following links:

[Corporate Debt Management Policy - 2021](#)

[Corporate Write Off Policy 2022](#)

Links to Public Health

This strategy is intended to provide a two way link in with various aspects of the Council's Public Health services, which would include (but not limited to):

- Integrated Care solution through identifying vulnerable groups or residents;
- Supporting the best start in life;
- Mental Health and Wellbeing services;
- Stop smoking services;
- Specialist physical activities service.

If a resident presents themselves to either service, both their health and wellbeing, and their financial / welfare circumstances will be considered as a whole. In collaboration, appropriate referrals will be made to the relevant service.

Further information on Health and Wellbeing services can be found at the following link.

[Health & Wellbeing](#)

Customer Journey

Any resident presenting themselves to the service will have their circumstances evaluated at their first point of contact to have their eligibility and vulnerability assessed with appropriate support provided (based on their circumstances).

Monitoring and Review

The implementation and effectiveness of this strategy and its supporting policies will be checked and monitored by the Head of Service and associated management team.

The strategy will be reviewed after the first 12 months followed by a full review every 3 years.

Evaluation

A number of indicators are already in place to help monitor the objectives of the strategy, and further performance indicators will be added during the life of this strategy.

Having adopted the strategy, the existing measures will be reviewed, and if necessary further measures will be added. This action will be fulfilled within 6 months of the strategy going live.

Following adoption of the strategy, it is proposed that a Health Inequalities Impact Assessment (HIAA) would be carried out. By conducting the HIAA we will ensure we are adopting a 'health in all policies' approach, through an inequalities lens.

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MIDDLESBROUGH COUNCIL	
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Report of:	Deputy Mayor and Executive Member for Children’s Services Executive Director of Children’s Services
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Submitted to:	Executive
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Date:	12 July 2022
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Title:	Final Report of the Children and Young People's Social Care and Services Scrutiny Panel - Locality Working from a Children's Services Perspective - Service Response
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Report for:	Decision
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Status:	Public
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Strategic priority:	Children and young people
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Key decision:	No
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Why:	Decision does not reach the threshold to be a key decision
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Urgent:	No
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Why:	For the purpose of the call in procedure, this report is not urgent.
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Executive summary
<p>This report gives an overview of the investigation by the Children and Young People’s Social Care and Services Scrutiny Panel to examine what impact the locality working pilots in Newport and North Ormesby are having on Children’s Services and specifically on the outcomes for the children and young people living in these wards.</p> <p>It is recommended that the Executive notes the content of the scrutiny panel’s final report on Locality Working from a Children's Services Perspective (Appendix 1) and approves the action plan (Appendix 2) developed in response to the scrutiny panel’s recommendations.</p> <p>The Executive could decide not to approve the report and therefore its recommendations and action plan but this would miss a valuable opportunity to contribute to the future development of locality working and improve outcomes for the vulnerable children living in the wards where the locality working model is in place.</p>

Purpose

1. To seek the Executive's approval of the final report of the Children and Young People's Social Care and Services Scrutiny Committee Locality Working from a Children's Perspective (Appendix 1) and the resulting action plan (Appendix 2).

Background and relevant information

2. On 8th October 2019 the Council's Executive approved proposals to implement two locality working pilot programmes in Newport and North Ormesby which would run for a two year period.
3. The locality working model, a place based approach, involves a systems change to the current operational delivery model in Children's Services and across the Council as a whole.
4. Newport was chosen as a site for a pilot programme because it is the fifth most deprived ward in Middlesbrough moving from the 123rd most deprived ward nationally in 2007 to the 38th most deprived ward nationally showing a significant deterioration and amongst other reasons it has a high rate of female victims of crime and high levels of anti-social behaviour.
5. North Ormesby was chosen as a pilot site because it is the most deprived ward in Middlesbrough and the second most deprived ward in England and has the highest number of looked after children with unemployment levels more than six times the national average and more than 60% of children living in poverty.
6. There are some differences between the two pilot programmes, mainly in terms of their management and the partners involved. For example, the Neighbourhood manager in North Ormesby has a Thirteen Housing contract of employment and the post holder in Newport is a Middlesbrough Council employee.
7. The aim of this investigation by the Children and Young People's Social Care and Services Scrutiny Panel was to examine what impact these locality working pilots are having on Children's Services and specifically on the outcomes for the children and young people living in these wards. Better outcomes for Children is one of the nine main themes of locality working and has its own action plan that is reviewed on a monthly basis.
8. The terms of reference for this work were as follows.
 - a) To examine how Locality Working operates and will be developed in the pilot areas
 - b) To understand how the impact of Locality Working for Children's Services will be measured and how any future roll out of the model in other areas of the town will be determined
 - c) To identify best practice from other local authorities where locality working for Children's Services is working well.

9. In line with the terms of reference the Scrutiny Panel gathered a range of evidence in relation to the Locality Working pilot model currently operating in Newport and North Ormesby.
10. The following representatives from a range of Council Services and partner organisations attended scrutiny to discuss their involvement in the locality working pilots in order to provide a better understanding of how a multi-agency approach is working to improve outcomes for children and families:-
 - a) Early Help
 - b) Children's Social Care
 - c) Public Health South Tees
 - d) Selective Landlord Licensing/Public Protection
 - e) Newport Primary School
 - f) Newport Neighbourhood Police
 - g) Youth Focus North East
 - h) Together Middlesbrough and Cleveland
 - i) North Ormesby Primary Academy
 - j) North Ormesby Neighbourhood Police
 - k) Children's Centre
 - l) Community Safety/Street Wardens
11. The Locality Working Better Outcomes for Children action plan has the key objectives of
 - a) Creating stronger families,
 - b) Increasing educational attainment,
 - c) Reducing child sexual exploitation and criminal exploitation
 - d) Reducing the numbers of looked after children.
12. Staff from Children's Services have been in situ virtually with the localities for some time including dedicated officers from children's social care and Early Help. All attend weekly officer meetings and the Children and Families working groups to look at key issues as they arise.

13. Resourcing. Staff from Children’s Services deployed in the Locality Working Areas are as follows

Post (Fte)	Newport	North Ormesby
Early Help Senior Resource Worker	2	1
Social Worker	2	3
Team Manager	0.5	0.5

14. Early Help and Social Care staff work closely together within the localities, and across Middlesbrough, to ensure that any ‘step up’ or ‘step down’ of services is seamless. Staff generally feel locality working is a positive step with real benefits, such as:-

- a) Joint visits with other professionals working in the same area
- b) Families in the respective localities recognising staff when they are in the locality
- c) Greater knowledge of the community and partners particularly with neighbourhood wardens and housing colleagues
- d) Improved relationships with schools in the localities as practitioners are working with children attending the same few schools and can therefore build up stronger relationships
- e) More effective use of professional time
- f) A reduction in mileage

15. In terms of feedback from staff and service users, a quote provided from a Senior Early Help Practitioner (a) and from families receiving support (b, c, d,) in relation to their views on locality working, states:

- a) *“I do really think the concept works, or if I put it another way I really would not want to go back to Town Wide working.”*
- b) *“It brought A out of himself and he is doing a lot better than he was, she was really nice to talk too.”*
- c) *“The support has been well received and everything is going well.”*
- d) *“This time last year I was so depressed, now I am working and have a nice house, I don't struggle to get out of bed anymore.”*

16. Based on the evidence provided throughout the investigation, the Panel’s conclusions are as follows:-

- a) The Panel feels that, despite some delays mainly due to the pandemic, the locality working pilot programmes in Newport and North Ormesby are working well and are making good progress.

- b) It notes that the locality model has had a positive impact in both areas, including:-
- I. A reduction in anti-social behaviour and crime.
 - II. A significant increase in the number of residents who report feeling safer, both during the day and at night.
 - III. an increase in the number of people who state they intend to continue living in the area for longer
 - IV. Noticeable improvements in the physical environment.

17. The Panel welcomes the concept of locality based working and supports its continuation within Newport and North Ormesby and is supportive of the locality working model being rolled out to other areas of the town where it is identified there is a priority need based on analysis of demand and community consultation.

RECOMMENDATIONS

18. Based on the evidence gathered during the investigation, and the conclusions above, the Children and Young People's Social Care and Services Scrutiny Panel makes the following recommendations for approval by the Executive:-

- a) The Panel supports the continuation of Locality Working in both Newport and North Ormesby and further supports the roll-out of the model to other areas of the town based on priority need, to be determined through demand analysis, community surveys and led by the evaluation report for consideration by the Executive.
- b) In supporting the Locality Working model in Middlesbrough, the Panel recommends that discussions with senior managers and directors of finance within all public sector partner organisations takes place with a view to appropriately and proportionately funding each locality working area to ensure sufficient staffing allocations to meet demand. The Panel would further recommend that appropriate core structures are in place within the locality teams to ensure that Neighbourhood Managers are fully supported and deputised for during periods of absence/holidays.
- c) The Panel acknowledges the high numbers of early help cases in both Newport and North Ormesby and notes the views of the Early Help Practitioners that they feel there are not enough practitioners to meet demand. The Panel therefore recommends that, subject to further analysis, consideration be given to the number of Early Help workers allocated to each area.
- d) The Panel notes the impact data in respect of Children's Social Care Services within the localities and that the number of children looked after remains high. The Panel acknowledges that, whilst social workers have been in place for some time in the locality areas, they have only fairly recently been moved into one team to ensure consistency of approach and management oversight. The Panel, therefore, recommends that impact continues to be monitored and reported to the Panel in six months' time.

- e) That Early Help Practitioners and the Social Workers be introduced to appropriate staff within each of the areas' schools to build up relationships and discuss children/families requiring support through regular dialogue and that the work of the locality teams is promoted and regularly discussed with school leadership teams.
- f) That school readiness and children's centre registrations continue to be monitored and promoted in a range of languages to maximise reach and take up of nursery places to ensure that children are ready for school to optimise their learning potential.
- g) That relevant community and voluntary organisations, including schools, are equally involved in the locality teams and that appropriate information sharing takes place to ensure:
 - i) That access to a 'signposting directory' of all services and organisations available to support families within the localities is available to all partners via the Neighbourhood Manager/designated co-ordinator.
 - ii) That programmes of activities and events designed to support children and families are planned, discussed and co-ordinated in advance between partners within the localities to avoid unnecessary duplication and ensure those who need help and support receive it. (For example, that the Holiday Activity Fund (HAF) provision is co-ordinated in conjunction with Feast of Fun activity to maximise appropriate take-up and avoid duplication).
- h) That stronger links are made, through Public Health colleagues if and where appropriate, between primary care and acute care providers including GPs, mental health provision, midwife and health visiting services with improved referral pathways to Early Help and Children's Social Care Services where appropriate.
- i) Ensure that all partners are familiar with Middlesbrough's threshold of need document when making referrals to children's social care to improve the quality of referrals and ensure that the correct level of support can be determined and provided as quickly as possible and that the document be readily accessible via the Neighbourhood Manager/designated Co-ordinator.
- j) The Panel considers that Locality Working in Middlesbrough should be better promoted and clearly branded to ensure that all partners, and the community, are aware of how it operates, who is involved and how to make contact. The Wigan Deal is a good example of this where each priority area has an 'our part' (the borough's public sector organisations and partners) and a 'your part' (residents) so that the principles of working together to achieve joint ambitions is realised with each partner aware of what is expected of them.

What decision(s) are being recommended?

- That the content of the Children and Young People's Social Care and Services Scrutiny Panel's final report on Locality Working from a Children's Services Perspective (Appendix 1), be noted.
- That the action plan (Appendix 2), developed in response to the scrutiny panel's recommendations, be approved.

Rationale for the recommended decision(s)

19. By approving the attached action plan (Appendix 2) the Executive is endorsing the value of locality working from a Children's Services Perspective as identified by the Children and Young People's Social Care and Services Scrutiny Panel.

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

20. The Executive could decide not to approve the action plan (Appendix 2) but this would miss a valuable opportunity to contribute to the future development of locality working and improve outcomes for the vulnerable children living in the wards where the locality working model is in place.

Impact(s) of the recommended decision(s)

Legal

21. There is no legal impact to be considered

Strategic priorities and risks

22. This report related to the strategic priority VUL 04. Implement and extend locality working and CYP 05 Consolidate and build on recent Children's Services progress to improve Ofsted rating

Human Rights, Equality and Data Protection

23. Protected groups would not be adversely affected by this decision.

Financial

24. No financial impact currently in report.

Due to the outturn position of Children's Services, 2021-22, we are not in a position to find additional budget or resource to fund any additional resource requirements for this if identified in evaluation.

Finance will support the evaluation of the impact of the next 6 months around cost avoidance and any benefits of moving resources across existing teams

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

Action	Responsible Officer	Deadline
Please see accompanying action plan.	The Executive Director of Children's Services has the overall responsibility for this plan.	Please see accompanying action plan

Appendices

1	Final Report of the Children and Young People's Social Care and Children's Scrutiny Panel: Locality Working from a Children's Services Perspective.
2	Children and Young people's Social care and Services Scrutiny Panel: Locality Working from a Children's Services Perspective - Action plan

Contact: Sue Butcher Executive Director of Children's Services

Email: Sue_Butcher@middlesbrough.gov.uk

MIDDLESBROUGH COUNCIL

**FINAL REPORT OF THE
CHILDREN & YOUNG PEOPLE'S SOCIAL CARE &
SERVICES SCRUTINY PANEL
LOCALITY WORKING FROM A CHILDREN'S SERVICES
PERSPECTIVE**

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AIM OF THE INVESTIGATION

1. The aim of the investigation was to examine what impact the locality working pilots in Newport and North Ormesby were having on Children's Services.

MAYOR'S/COUNCIL'S PRIORITIES

2. The scrutiny of this topic fits within the following priorities of the Mayor and Council:-
 - People – Children and Young People: "We will show Middlesbrough's children that they matter and work to make our town safe and welcoming and to improve outcomes for all children and young people."
 - People – Vulnerability: "We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support those made vulnerable."

COUNCIL'S THREE CORE AIMS

3. The scrutiny of this topic aligns with the Council's three core aims as detailed in the Strategic Plan 2020-2024¹:-
 - People – Working with communities and other public services in Middlesbrough to improve the lives of local people.
 - Place – Securing improvements in Middlesbrough's housing, infrastructure and attractiveness, improving the town's reputation, creating opportunities for local people and improving our finances.
 - Business – Promoting investment in Middlesbrough's economy and making sure we work as effectively as possible to support our ambitions for People and Place".

TERMS OF REFERENCE

4. The terms of reference for the Scrutiny Panel's investigation were as follows:-
 - A) To examine how Locality Working operates and will be developed in the pilot areas.
 - B) To understand how the impact of Locality Working for Children's Services will be measured and how any future roll out of the model in other areas of the town will be determined.
 - C) To identify best practice from other local authorities where locality working for Children's Services is working well.

BACKGROUND INFORMATION/EVIDENCE GATHERED

5. In line with the Terms of Reference, the Scrutiny Panel gathered a range of evidence in relation to the Locality Working pilot model currently operating in Newport and North Ormesby and its impact specifically in relation to Children's Services.

¹ Middlesbrough Council's Strategic Plan 2021-24

The Place Based Approach/Locality Working

6. A place based approach, or locality working, involves a system change to the current operational delivery model across Council services, with the aim of achieving joined-up systems and a multi-agency approach between statutory organisations, relevant partners and the community, and to develop collaborative approaches to address the underlying causes of community problems whilst building strength and resilience within the community.
7. Evidence shows that there are benefits in having multi-agency teams working together from one location. For example, in some instances, the need for referrals can be reduced as a simple conversation with a member of the team can identify the most appropriate course of action, and through better information sharing, there are opportunities to identify support needs early and, therefore, proactively intervene to prevent crisis.
8. Another benefit of Locality Working is improved access for the local community as they have a single point of referral via the locality team. Quite often, people in need of advice or help require more than one service and may need multiple services' support.

Locality Working in Middlesbrough

9. On 8 October 2019, the Council's Executive approved proposals to implement two locality working pilot programmes, in Newport and North Ormesby, which would run for a period of two years.
10. Data gathered from a wide range of sources, including directly from the community and analysis on demand for Council services, supported the proposal for the pilot programmes to be implemented in the Newport and North Ormesby wards.
11. Through the pilot programmes there is an opportunity to 'make every contact count' and to focus on delivering services based on the service recipients and the communities in which they live.
12. In the context of Middlesbrough as a whole, life expectancy is 13.3 years lower for men and 11.2 years lower for women in the most deprived areas of Middlesbrough than in the least deprived areas.
13. Public Health profiles show that Middlesbrough has high levels of suicide as a significant cause of death in young adults. It is also seen as an indicator of underlying rates of mental ill-health.
14. Across Middlesbrough in Year 6, 23% of children are classified as obese, in North Ormesby 34.8% of reception children are classed as overweight or obese, compared to the England average of 22.2%.
15. Levels of teenage pregnancy, GCSE attainment, breastfeeding and smoking in pregnancy are also worse than the England average.
16. Across Middlesbrough the rate for self-harm hospital admissions is worse than the average for England. This represents 486 admissions per year in Middlesbrough.

Background – Why Newport Ward?

17. Newport Ward is the **fifth** most deprived ward in Middlesbrough (moving from the 123rd most deprived ward nationally in 2007 to the 38th most deprived ward nationally in 2015). In addition, Newport has:-

- The third highest number of recorded racially motivated crimes (with only Central and North Ormesby having more).
- The second highest rate of female victims of violent crime².
- The third highest number of alcohol-related hospital admissions to James Cook University Hospital³.
- The third highest number of alcohol and substance related ambulance pick-ups⁴.
- High levels of anti-social behaviour.
- Second highest levels of fly-tipping⁵.

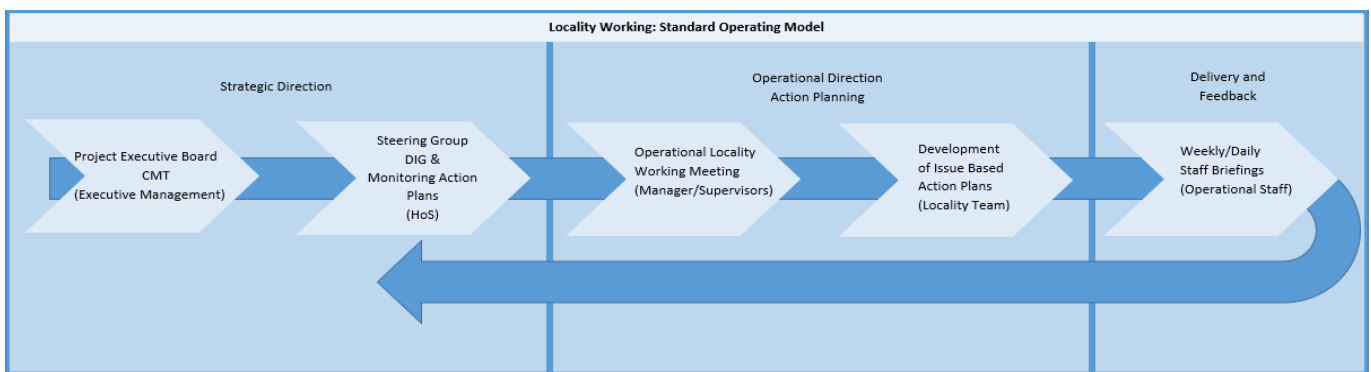
Background – Why North Ormesby Ward?

18. North Ormesby is **the most** deprived ward in Middlesbrough and **second** most deprived ward in England. In addition, North Ormesby has:-

- The second highest number of recorded racially motivated crimes.
- The highest rate of female victims of violent crime⁶.
- The highest rate of male victims of violent crime⁷.
- The second highest number of alcohol and substance related ambulance pick-ups⁸.
- The highest level of anti-social behaviour⁹.
- Second highest levels of fly-tipping¹⁰.
- Highest number of Children Looked After (with unemployment levels more than six times the national average and more than 60% of children deemed to be living in poverty).

Locality Working – Governance Structure

19. Below is a flow diagram showing the governance structure for the Locality Working standard operating model.



20. Strategic direction is provided by the Project Executive Board and Corporate Management Team made up of senior managers within the Council. A strategic Design and Implementation Group

² Recorded 2018/19 per 1,000 population.

³ Recorded admissions 2018/19.

⁴ Recorded data 2018/19.

⁵ Incidents reported to Middlesbrough Council in 2019.

⁶ Recorded 2018/19 per 1,000 population.

⁷ Recorded 2018/19 per 1,000 population.

⁸ Recorded data 2018/29

⁹ Cleveland Police data 1 April 2017 – 31 March 2019.

¹⁰ Incidents reported to Middlesbrough Council in 2019.

(DIG) was initially established until the pilots were up and running and a Steering Group to monitor all locality Action Plans remains in place. The strategic direction feeds into the operational direction and action planning via the Operational Locality Working meeting with Managers and Supervisors and the development of issue-based action plans within the locality teams. Finally, delivery and feedback is undertaken through the weekly or daily staff briefings with operational staff.

21. Meetings at an operational level are well attended by appropriate partner representatives in both Newport and North Ormesby. The meetings have been held virtually due to the Covid pandemic but this has enabled consistent communication with key partners. In addition, both Locality Neighbourhood Managers communicate on a regular basis and often attend each other's locality meetings in order to keep up to date with what is happening in each area.

Implementation of the Pilot Programmes

22. On 18 February 2020, the Executive approved a phased approach to the implementation of the Locality Working Pilots in Newport and North Ormesby, together with the respective staffing resource allocations based on demand and need within the communities.
23. Staffing resources were initially set, with scope to adapt and develop over time as the pilots became more embedded. However, the aim of locality working is not to merge staff from existing teams together in a single team under one roof, but rather to work as a collective from within their own departments and organisations. Multi-agency liaison is taking place much more freely under the locality working model and designated bases – at the Co-operative Building, Linthorpe Road for the Newport Team and North Ormesby Hub, Derwent Street for the North Ormesby Team – are now established.
24. There are some differences between the two pilot programmes, mainly in terms of the partners involved and management of the two pilots.
25. The Panel heard that during the process of establishing the locality working pilot the Council was keen to ensure that the programme was not perceived as an exclusive Council project. Following discussions with Thirteen Housing and other Registered Social Landlords (RSLs) to ascertain whether there was interest in partnering with the Council to deliver the pilot, Thirteen Housing agreed to partner the Council and to part fund both of the locality Neighbourhood Manager posts.
26. North Ormesby already had an existing Neighbourhood Manager in post which was funded 50/50 by Thirteen Housing and Middlesbrough Council, therefore, this post was incorporated into the pilot model for North Ormesby. The post holder in North Ormesby has a Thirteen Housing contract of employment.
27. In Newport, the successful candidate for the post of Neighbourhood Manager was already employed by Middlesbrough Council, therefore, the post holder has a Middlesbrough Council contract of employment.
28. A series of priorities and objectives were established for both localities based on data analysis and a range of community engagement exercises and surveys to ascertain community priorities and aspirations. As a result, nine key themes were developed within both pilot localities, together with appropriate service leads. Individual multi-agency Action Plans were developed in respect of each of the thematic areas and these are reviewed on a monthly basis.
29. The nine themes are as follows (with the appropriate service lead identified in brackets):-
 - Making people feel safe (Police)

- Healthier population (Public Health)
 - Better economic outcomes (Education & Partnerships Team)
 - Better outcomes for children (Children's Social Care)
 - Improved environmental standards (Environment & Community Services)
 - Improved physical appearance (Environment & Community Services)
 - Improved customer experience (Stronger Communities)
 - Improved community capacity (Thirteen Housing)
 - Improved perceptions (Thirteen Housing)
30. All locality action plans have smart targets and actions and are linked to the Performance Management Framework (PMF) indicators. These indicators are also used to monitor impact and progress.

Who is involved in Locality Working?

31. A wide range of Council services and partners are involved in working in the locality working pilot areas. Partnership involvement is crucial to the success of locality working in order to work in a collaborative way to improve outcomes for the people of Middlesbrough.
32. As each locality has its own priority issues, this determines the partners that need to be involved in that area and the level of engagement required, although many services and partners are common to both localities. Key partners include statutory services such as Police, Health, Housing providers, some specialist commissioned services, local voluntary and community organisations and further links to schools, GPs, pharmacies and other partners, and of course, residents.

General impact so far

33. In terms of impact, it is difficult to put a figure on how many people the locality working pilots have reached as the outcomes the pilots aim to achieve may impact on people who do not necessarily engage with staff. For example, improvements in environmental standards – the 'flying squad' works across the full ward and everyone living near an area that has been improved will benefit from improvements, however, there may be no direct interaction with some of those residents. This does not mean that they have not been impacted by locality working. Another example of reaching the community through locality working is the numerous Covid vaccine pop up sites within both localities achieved through joint working particularly with Public Health colleagues. The locality teams aim to positively impact everyone living within the wards in some way.
34. The locality team also engages with residents and businesses across both areas, including schools, community groups, voluntary sector organisations and youth outreach. The teams regularly liaise with local business owners to ensure their views and concerns are included within the action planning process.
35. Resident surveys show that public perception has improved within both localities. Surveys were carried out with residents in Newport and North Ormesby, initially in September 2020, with further surveys linked to indicators undertaken in March and September 2021. The results of the surveys, in relation people feeling safe, are as follows:-

<u>Newport</u>	<u>September 2020</u>	<u>March 2021</u>	<u>September 2021</u>
Feeling safe during the day	31.18%	35.49%	68.65%
Feeling safe after dark	9.68%	12.9%	48.98%
<u>North Ormesby</u>			
Feeling safe during the day	32.61%	51.51%	77.14%
Feeling safe after dark	13.04%	21.21%	31.42%

36. This shows that there has already been a significant improvement in perceptions of safety in both localities.
37. In addition, surveys have also shown that the number of people indicating their intent to continue living in the area for longer has increased. On that note, in 2021, house prices in North Ormesby experienced the fastest increase than anywhere else in Teesside with an increase of 51% on the previous year¹¹
38. Impact data more specific to Children’s Services within the two localities is provided starting at paragraph 61.

Better Outcomes for Children

39. The ‘Better Outcomes for Children’ Action Plan has the key objectives of: creating stronger families; increasing educational attainment; reducing child sexual exploitation (CSE) and criminal exploitation and reducing the numbers of children looked after.
40. Staff from Children’s Services have been in-situ virtually within the localities for some time, including dedicated Officers from Children’s Social Care, Early Help and the Risk and Resilience teams. All attend weekly officer meetings and the Children and Families Working Group to look at key issues as they arise.
41. The Children’s Services Action Plan is led by a Senior Social Worker and is reviewed on a monthly basis. Performance Monitoring Framework (PMF) indicators, whether negative or positive, are fed back to the Strategic group for further discussion/assistance and regular progress reports are produced for assurance purposes and for the Executive.

¹¹ Evening Gazette article 05/02/22 [The Teesside neighbourhoods with the fastest growing house prices - Teesside Live \(gazettelive.co.uk\)](https://www.gazettelive.co.uk)

Children's Services in the Localities

42. In addition to staff from Early Help and Children's Social Care working across both localities for some time, the Risk and Resilience Team is leading on a multi-agency plan to tackle child exploitation and youth outreach work is delivered in both localities.

Early Help

43. Stronger Families, or Early Help, currently have three dedicated Senior Practitioners allocated to the localities – two assigned to Newport and one assigned to North Ormesby.
44. Any referrals requiring Early Help support in Newport and North Ormesby are received via the Multi-Agency Children's Hub (MACH), the 'front door' of Children's Services (in the same way referrals are received across the whole of Middlesbrough) and are allocated immediately to the Practitioners working within the localities. Case allocations are made on a daily basis to ensure families receive a swift response, and families are contacted by the Practitioner within three days.
45. Sometimes cases are 'stepped down' to Early Help services from Social Work teams where social care intervention is no longer required, but some form of additional support is still needed.
46. When Early Help Practitioners within the localities have high caseloads, the cases are allocated to Practitioners across the wider service. Whilst Team Managers and Assistant Managers work hard to try to avoid this happening, this is not always possible as demand for early help services across Middlesbrough is high.

Caseloads

47. As of November 2021, the caseloads open to Early Help Practitioners in both localities was as follows:-

	Senior Practitioner North Ormesby	Senior Practitioner (1) Newport	Senior Practitioner (2) Newport	Totals
No. of children on caseload	34	29	28	91
No. of families	14	14	13	41
Children whose cases are open for less than 6 months	22	16	20	58

48. It is worth noting, when looking at the above figures, that the number of families being worked with is significantly lower than the number of children being worked with. This is because Practitioners work with every child within each household and, therefore, work with multiple children per family.
49. The Panel heard that the ideal number of caseloads for an Early Help Practitioner is around 25-26 children. Whilst caseloads are slightly high, they are at a manageable level and have begun to reduce.

Children's Social Care (Social Work Teams)

50. Initially, one Social Worker was allocated to each of the localities but it was soon discovered that this was insufficient to cope with demand. Resources were subsequently increased to two dedicated Social Workers in Newport and three dedicated Social Workers in North Ormesby.
51. Referrals to Social Care (statutory interventions) are also made via the MACH by professionals working with children or by families. In instances where the family is new to Social Care and does not already have a Social Worker, they are assessed by the Assessment Service. Where it is identified that further work is needed the family is transferred to the Safeguarding and Care Planning Service. At this point, when case allocations are made, where the child/family live in Newport or North Ormesby, they will be allocated to a Social Worker assigned to those localities.
52. There are instances, however, where children from Newport or North Ormesby are allocated to Social Workers who are not assigned to the localities in order to avoid children having changes in Social Worker. As children's cases progress, there will be an eventual move towards stronger consistency of Social Workers within the locality model.
53. To improve consistency and alleviate pressures with case allocations and throughput, a single Social Work Team was established in November 2021. The dedicated team consists of a Team Manager and six Social Workers – five dedicated to working across both the Newport and North Ormesby localities and a sixth Social Worker for additional capacity when and if needed. It is now a priority to allocate Newport and North Ormesby families to this team.

Caseloads

54. All Social Workers within the statutory Social Care teams across the town are allocated no more than 25 children each. At the time the information was provided to the Panel (November 2021), some locality Social Workers continued to work with families outside of the localities, and some non-locality workers continued to work with families in the localities, therefore, it was not possible to provide a true breakdown of caseloads for social workers within the localities at this stage.

Benefits

55. Early Help and Social Care staff work closely together within the localities, and across Middlesbrough, to ensure that any 'step up' or 'step down' of services is seamless. Staff generally feel locality working is a positive step with real benefits, such as:-
 - Joint visits with other professionals working in the same area
 - Families in the respective localities recognising staff when they are in the locality
 - Greater knowledge of the community and partners particularly with neighbourhood wardens and housing colleagues
 - Improved relationships with schools in the localities as practitioners are working with children attending the same few schools and can therefore build up stronger relationships
 - More effective use of professional time
 - A reduction in mileage
56. In terms of feedback from staff and service users, a quote provided from a Senior Early Help Practitioner in relation to their views on locality working, states:

- *“I do really think the concept works, or if I put it another way I really would not want to go back to Town Wide working.”*

From families receiving support:

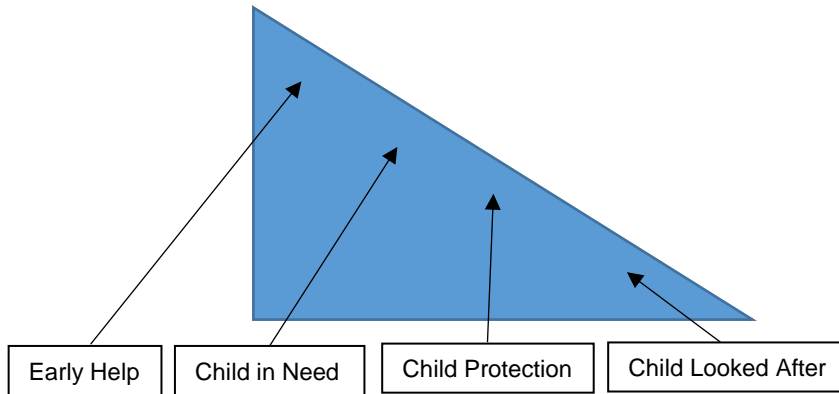
- *“It brought A out of himself and he is doing a lot better than he was, she was really nice to talk to.”*
- *“The support has been well received and everything is going well.”*
- *“This time last year I was so depressed, now I am working and have a nice house, I don’t struggle to get out of bed anymore.”*

What’s Not Working so Well?

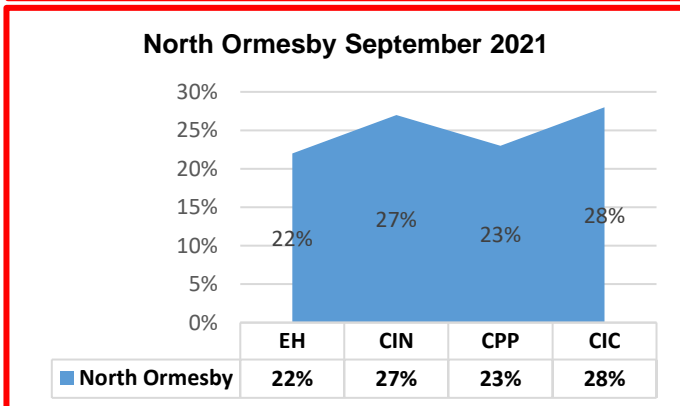
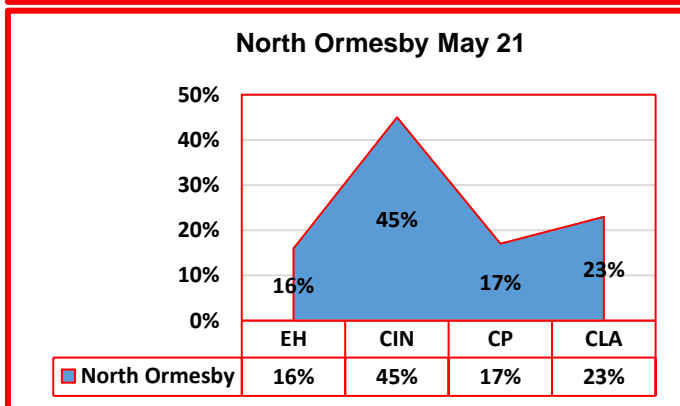
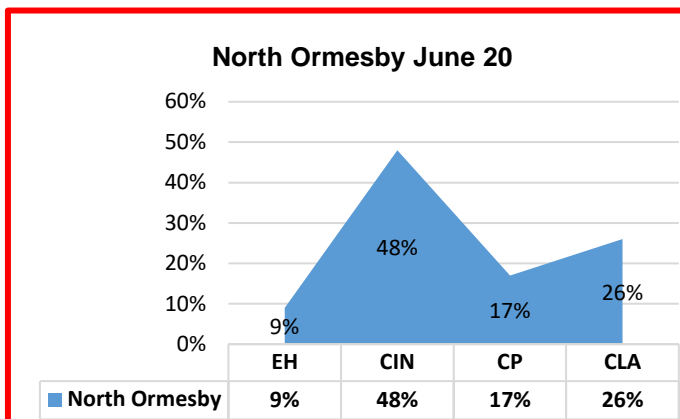
57. The impact of Covid and subsequent virtual working has made it more difficult to build working relationships between some partners, however, this is starting to improve now that there is a gradual return to a mix of office-based and virtual working arrangements.
58. Whilst Early Help services are operating successfully across Middlesbrough, staff feel that there are not sufficient numbers of Early Help Practitioners assigned to the two localities.
59. In general, there appears to be a lack of awareness of the pilot programmes with some services and partners.

Impact so far

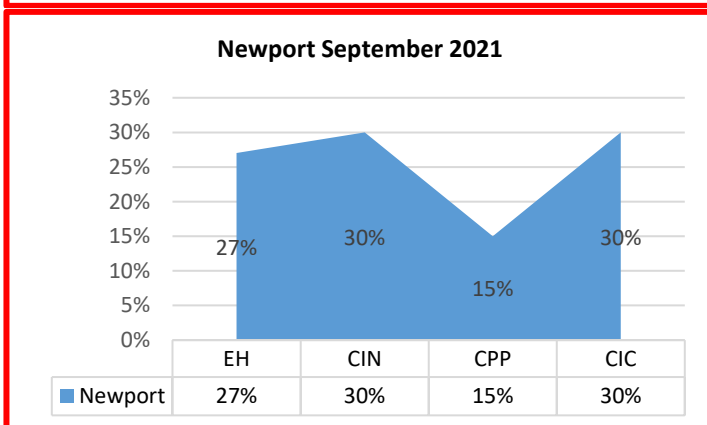
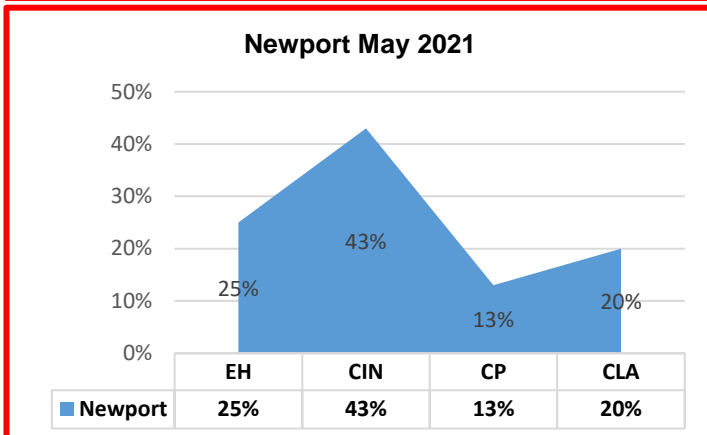
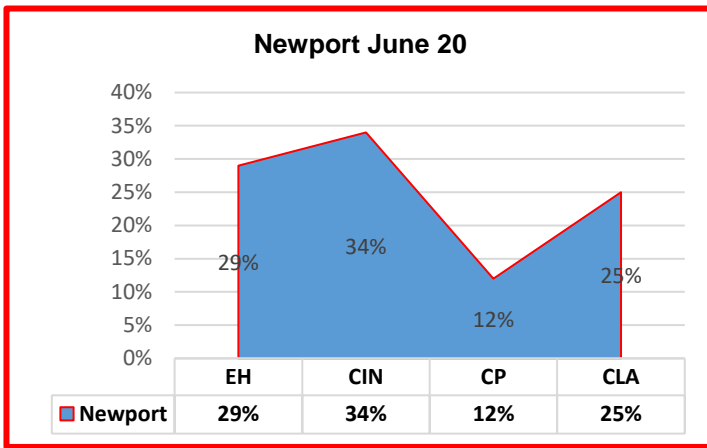
60. The Panel heard that the ‘ideal shape’ of service provision for Children’s Social Care was to have the highest levels of provision in early help, meaning more children and families were being helped at an earlier stage with less statutory intervention being required. This was followed by support provision for children in need, child protection and finally children looked after – where the aim is to have the lowest number possible.



61. From the graphs below, it can be seen that in North Ormesby, in June 2020, there was little Early Help activity (9%); a high number of children in need (48%); less child protection cases (17%) but higher numbers of children looked after (26%). By May 2021, it can be seen that Early Help activity increased to 16%, however, children in need (45%) and children looked after (23%) remained high. By September 2021, Early Help had significantly increased (22%), children in need reduced to 27% and child protection work increased to 23%. The number of children looked after remains high (28%), however, it shows positive progress in that more Early Help work is happening in North Ormesby.



62. Data in respect of Newport shows that in June 2020 levels of Early Help were already quite high at 29%, this reduced slightly in May 2021 (25%) but increased slightly by September 2021 to 27%, therefore, Early Help provision appears stable. Numbers of children in need remain quite high and the numbers of children looked after increased from 25% in June 2020 to 30% in September 2021. From the data, it would appear that locality working in Newport may not be working quite as successfully as in North Ormesby in terms of children's social care.



Partner Services and Organisations

63. As part of its review, over the course of several meetings, the Panel invited a number of representatives from a range of Council services and partner organisations to discuss their involvement in the locality working pilots in order to provide a better understanding of how a multi-agency approach is working to improve outcomes for children and families.

64. The following partners attended:-

- Early Help
- Children’s Social Care
- Public Health South Tees
- Selective Landlord Licensing/Public Protection

- Newport Primary School
- Newport Neighbourhood Police
- Youth Focus North East
- Together Middlesbrough and Cleveland
- North Ormesby Primary Academy
- North Ormesby Neighbourhood Police
- Children's Centre
- Community Safety/Street Wardens

65. Each of the represented partners was asked to provide information in relation to their service/organisation and explain their understanding of the locality working pilots; how their service/organisation works within the pilots and how they are working with partners to achieve better outcomes for children and families in the localities. A summary is provided below.

Selective Landlord Licensing/Public Protection

66. Selective Licensing is a scheme which aims to improve the standards of property management in the private rental housing sector. All private landlords operating within a designated Selective Landlord Licensing area are required to obtain a license from the Council for each property which is rented out. The conditions of the license ensure that the property is managed effectively, and license holders must demonstrate their compliance.
67. The Selective Landlord Licensing scheme currently runs in North Ormesby and part of Newport ward, to help improve standards of accommodation, and social and economic conditions. Evidence shows that significant and ongoing anti-social behaviour coupled with low demand for housing are linked to the private rental sector in North Ormesby and Newport.
68. The Selective Landlord Licensing Team sits within the Council's Public Protection Service. The wider Public Protection Service has always worked in an integrated way with Children's Services across the whole of Middlesbrough, however, locality working affords greater opportunities and a framework for such work to be carried out more collaboratively. This includes Trading Standards who deal with age-restricted products including alcohol and cigarette sales which can impact adversely on young people.
69. More specifically, the Selective Landlord Licensing Team works closely with Early Help services, for example, Early Help may be working with a family living in a property in state of poor disrepair. This would be brought to the attention of the Selective Landlord Licensing Team and a joint visit would be undertaken, often including officers from Environmental Health, to inspect the property and assess whether it met an acceptable living standard.
70. When inspection or post-tenancy visits are undertaken, a checklist is used to ascertain whether the family is working with any other services and asked whether they feel they require help/support from any other services.
71. The Selective Landlord Licensing Team attend child protection meetings which feed into support plans for children and families and regularly liaise with Social Workers to discuss whether families meet thresholds for Early Help support or safeguarding concerns in order to make referrals where appropriate. Whilst carrying out housing inspections, any concerns are raised with Early Help or Social Care teams where appropriate.
72. The Team also works in conjunction with the Neighbourhood Safety Team in relation to anti-social behaviour issues, including preparing anti-social behaviour contracts, and they liaise with Social

Workers, where applicable. In instances where a child/young person is committing anti-social behaviour, a referral will be made.

73. With the aim of tackling anti-social behaviour in both localities, the Neighbourhood Safety Officer has established a fortnightly meeting with any Social Workers allocated to the young people involved to discuss ways forward and solutions.
74. The Selective Landlord Licensing Team can see the value of locality work and feels that the pilot projects are making good progress despite being hampered somewhat due to the Covid pandemic. *“There are real benefits in being located alongside partners to resolve issues more quickly”.*

Public Health

75. Public Health works with partners and local communities across Middlesbrough and beyond to promote, prevent and protect the health and well-being of local residents, of all ages with a particular focus on vulnerable people.
76. It works collaboratively to reduce mortality and morbidity from preventable causes by addressing lifestyle risk factors and is responsible for commissioning a variety of services such as sexual health services, drug and alcohol services, stop smoking services, school nursing and health visiting services. In addition, the service works with partners to address mental health and emotional wellbeing; obesity and nutrition; physical inactivity; workplace health; aging well; and diabetes and cardiovascular disease prevention.
77. The ‘Live Well Centre’, located in Dundas Arcade, Middlesbrough, is an integrated health and wellbeing hub, bringing together a range of externally contracted and internally delivered wellbeing services to holistically tackle some of the leading causes of health inequalities in Middlesbrough and support town-wide social regeneration.
78. Public Health has been involved in the locality working projects since inception, with two dedicated members of staff attached to the pilot projects – one in Newport and one in North Ormesby.
79. Public Health operates within the locality teams in its widest sense – to develop community engagement links; to ensure all services working within the locality teams are aware that they can approach public health with any concerns regarding health and wellbeing within the localities; signposting - directing people to services such as drug and alcohol services; helping with mental health and wellbeing.
80. In terms of the wider aspects of the project, Public Health staff regularly take part in community walkabouts and litter picks and make themselves known to local street wardens and residents to raise awareness about how they can help to improve health and wellbeing for families.
81. In terms of Public Health’s involvement in the Children’s Social Care agenda, within Newport, work has been undertaken in relation to improving the school environment, working with Middlesbrough Environment City, signposting regarding poverty and provision of quarterly data on child development and breast feeding rates in the area. Public Health wants to promote pro-active working with all other services and agencies to improve outcomes for people living in the area.
82. The Public Health Team considers that in some ways Covid has helped to raise its profile and the wide range of services it offers by showing that services can work differently to address people’s needs. Indeed, different ways of working forced by the pandemic have been more effective than ever considered possible.

83. Public Health is always keen to join any new approaches where there is real co-ordination and partnership working as this is essential to supporting families. It is acknowledged that some partners working within the localities are not fully aware of the wide breadth of services offered through Public Health and this requires further promotion. The pandemic has hampered achieving some of the aims set out by locality working – particularly where cross-office conversations may be beneficial in order to build relationships - and it is hoped this will be regained in the near future when safe to do so.
84. Public Health is supportive of a multi-agency approach on a wider scale in the future and feels this is the best way to address all of the issues that can affect an individual's health and wellbeing.
85. In many ways, the vision is that locality working hubs will operate in a similar vein to the principle of the Live Well Centre – where an individual with multiple needs can attend the centre and engage with a 'Motivator' who will address all of their needs, either directly or by engaging them with the appropriate services, such as drug and alcohol services, welfare rights, sexual health, mental health resources, etc. The locality working hubs offer similar opportunities to link into already funded services, whether that be a Council service, a Voluntary or Community Service or a national organisation. The key is to work better with the services that already exist and to build on the 'making every contact count' approach to make it the strength behind locality working.
86. From a Public Health perspective, improvements in outcomes in both localities are being recognised.

Newport Primary School

87. Newport Primary School is located within Newport ward. Whilst the school is not a driver of the locality working project it does work with services that support its children and families and their delivery model has changed as a result of the locality working pilot.
88. The areas where locality working has impacted most positively on the school include Early Help and Neighbourhood Safety.
89. In terms of Early Help, a Senior Practitioner is allocated to Newport and this has been very positive for the school, allowing positive relationships to be forged with school staff, children and families.
90. The Practitioner regularly attends the school to meet children and families and works with a range of agencies to help address multi-faceted issues and problems that families may be experiencing. For example, families may have problems with inadequate housing or difficulties with neighbours, which can impact children within the household. The Practitioner is knowledgeable about which agencies to contact to provide support to the family.
91. In relation to caseloads, due to the large numbers of families requiring support from the Early Help Practitioner, it is not possible for her to carry all of the caseloads alone. Whilst the Practitioner supports the majority of families with children attending the school, some cases have to be allocated to other practitioners, but even then the school is complimentary of the professional approach and attitude of all Early Help Practitioners.
92. The Panel also heard that the Neighbourhood Safety Team has made a significant difference to families within the school. It is often the case that many issues faced by families lay outside of the education framework but still impact on children. For example, poor housing conditions, noisy neighbours, children not sleeping, etc. The school is now able to contact the Neighbourhood Manager or one of the locality team to report the issues and will be quickly signposted to the correct services for support. This saves time for school staff and ensures families are helped in the best way possible.

Newport Neighbourhood Policing Team

93. The Newport Neighbourhood Policing Team works alongside the Locality hub in Newport, linking with various services across a range of issues, including regular multi-agency days and weeks of action. The Panel heard that services are working much more closely than they had in the past and that this is continuing to strengthen.
94. Regular Neighbourhood Safety drop-in sessions are held at Newport Community Hub and Streets Ahead for Information where residents are able to speak to officers from Neighbourhood Safety and Cleveland Police, in confidence, to report issues or to seek advice and support.
95. A programme of work with young people in the area is underway and a dedicated PCSO engages specifically with young people at Newport Hub in a range of activities including the Middlesbrough Foundation kick about. The dedicated PCSO is well-known and respected within the community which is helping to build relationships between young people in the area and the neighbourhood policing team.
96. Some of the barriers to building relationships include language and cultural barriers, however, these are beginning to be broken down.
97. The Newport Neighbourhood Policing Team feels that the multi-agency approach is beginning to work and progress is being made. It provides an opportunity for the Police to link to a range of services through the Newport Neighbourhood Manager and the locality team which assists greatly with tackling crime in the area. The most recent crime figures for Newport show a reduction – partly attributable to successful joint operations between the Police and the Council to close down problem houses/tenants. Once more serious crime reduces, there is increased opportunity for lower level issues to be dealt with.
98. The neighbourhood police regularly attend Newport Primary School to chat with parents and children at drop off and pick up times and consider that working with children from a young age helps to build relationships.

Youth Focus North East

99. Youth Focus North East (YFNE) is a young people's charity covering the north east, particularly East Middlesbrough, including North Ormesby. YFNE is currently funded through the Big Local lotto-funded initiative and is approximately half way through a 10-year funded period.
100. Youth provision is delivered in areas where none, or very little, exists. Young people in the area are initially consulted with to discover their aspirations and to encourage and instil that they are capable of achieving amazing things.
101. Youth provision is delivered on Mondays and Thursdays at North Ormesby Hub, Derwent Street, for young people aged 10 – 18 years and includes activities such as cooking healthy meals from scratch that they can take home and share with their families; arts-based activities, sports and, where appropriate, intervention-based work such as substance misuse and sexual health.
102. YFNE participate in the weekly North Ormesby locality team meetings which are key to enabling young people's voices to be heard and to help take forward their ideas to improve their community. For example, YFNE is funded to create social action projects, focussing on ideas that will benefit the community and make it a nicer place to live.

103. YFNE is working with the North Ormesby Locality Team in order to implement some of those ideas – such as recent community litter picks undertaken by young people and an art project where young people had created decorative boards to cover void property frontages within North Ormesby to improve their appearance. This work was undertaken in conjunction with the Council and Thirteen Housing. In addition, in conjunction with the Locality Team, a Community Awards event was organised to celebrate people within the community and a similar event was also held in Newport.
104. YFNE has excellent engagement with the local community, with many of its staff living within the locality, and has found it beneficial to work with other organisations to strive for shared aims and objectives on a larger scale.
105. YFNE is funded from external sources and is not directly funded by the Council which can sometimes result in the organisation being left out of the loop in terms of information sharing. For example, where other services are involved with young people and families in the community, YFNE are not always made aware of this involvement at the start despite the fact that they may already be engaging with those young people on a twice weekly basis. Issues being experienced by the individual might have been resolved more quickly had the information from other services been brought to the attention of YFNE much earlier, allowing collaborative working and less duplication.
106. YFNE attend some of the Children's Social Care locality meetings and have found this very beneficial as it provides an opportunity to share issues or concerns regarding young people they are engaging with, allowing liaison with the young person's social worker in order to determine whether any additional support could be provided to that young person by YFNE. This also helps to avoid duplication of provision.
107. In general, YFNE considers the locality working pilot in North Ormesby to be working well with good oversight provided by the North Ormesby Neighbourhood Manager and that the team focusing on the North Ormesby area is doing the best they can to achieve positive outcomes for the community.

Together Middlesbrough and Cleveland

108. Together Middlesbrough and Cleveland (TM&C) was launched by the Archbishop of York in December 2012 as an expression of the Church Urban Fund (CUF) in the Diocese of York. Its work is shaped by local people, churches and organisations to help strengthen communities.
109. TM&C aims to address a range of social issues and its key areas of work are: children and families, loneliness and isolation, homelessness, mental health and wellbeing, food insecurity and asylum seekers.
110. As one of the partners involved in the locality working pilot projects, TM&C representatives attend both locality meetings in Newport and North Ormesby on a weekly basis. This provides an excellent opportunity to inform other partners of TM&C's activities and to be kept informed of all activities delivered by partners in the localities.
111. One of TM&C's key initiatives in relation to supporting children and families is the 'Feast of Fun'. TM&C is responsible for co-ordinating the Feast of Fun programme of fun activities and provision of healthy meals across Middlesbrough and Redcar and Cleveland during school holiday periods. The aim of the project is to combat hunger during school holidays for vulnerable families who struggle to provide the cost of additional meals and entertainment for children outside of term time.
112. Funding for Feast of Fun provision is raised from external sources by TM&C each year. In turn TM&C supports around 40 churches and community organisations in order to deliver Feast of Fun within their own communities via small grants.

113. Whilst it is becoming increasingly difficult to access funding streams, one of the Feast of Fun's largest funding partners - Break, Meals and More – works closely with TM&C on an annual basis to ensure that the amount of funding available across Middlesbrough and Redcar and Cleveland is identified at the start of each year.
114. Additional resources are also secured for other organisations that TM&C works with, such as Feast of Fun branding in order for organisations/groups to promote their activities in the community and co-ordinating and disseminating additional resources for groups to access, such as coach hire, free entry to tourist attractions, children's books, workshop providers, entertainers and healthy food ingredients. Some of the organisations TM&C works in partnership with include:-
- Newport Hub
 - Streets Ahead for Information
 - Youth Focus North East
 - Linx
 - Trinity Young People and Children's Project
 - Local Schools
115. The Locality Team meetings, as referenced earlier, provide TM&C with the opportunity to share information in relation to Feast of Fun delivery periods, which organisations may wish to be involved in and identifying possible funding streams.
116. Locality Working facilitates discussion around specific families that may be in desperate need of support during the holidays. Families requiring support are identified by schools, or an organisation working with a school or organisation working with TM&C. They can apply to TM&C for funding in order to support those families. Locality Working allows all of the agencies to liaise with each other in order to identify the right support and requirements for the family so that they receive the most appropriate support.
117. In terms of impact, during 2019, the organisations that participated in Feast of Fun, delivered **13,000** meals to children at a cost of **£34,000**. During 2020, Feast of Fun became Feast of Fun at Home due to the pandemic and **86,000** meals were delivered, costing around **£82,000**. During 2021, the provision was delivered both remotely and face to face and the number of meals delivered again increased to **117,000**, requiring funding in the region of **£117,000**. Alongside those meals, organisations delivered activity packs during periods of lockdown.
118. During 2021 in Newport and North Ormesby, through the Feast of Fun, **1,292** children and young people were supported; **398** adults were supported and **10,441** meals were provided, as well as enrichment activities.
119. The Panel heard that in 2021 the Holiday Activities Fund (HAF) was introduced and funded by the Council. The HAF provision is very similar to Feast of Fun, however, it is only available to children in receipt of free school meals within school during one week of each of the Christmas and Easter holidays and for four weeks during the summer holidays. This differs from the Feast of Fun provision which is available during all school holiday periods throughout the year and can support any family, which is beneficial as many families are on the borderline of receiving support. This places additional demand on Feast of Fun provision when it is delivered at times when HAF provision is not delivered. It is, therefore, crucial for planning and co-ordination of HAF and Feast of Fun delivery to take place when they are running in parallel to avoid duplication and ensure every young person has access to provision where needed.
120. Here are some examples of the feedback provided by families who have accessed Feast of Fun provision highlighting how valuable the support is for them and the impact it has:-

- *“I was in tears when I knew I had a pack coming its made a huge difference.”*
- *“This year on furlough has been hard, there is just so much stress trying to cover everything I need and not knowing how to get through the holidays. We don’t qualify for support but our outgoings are the same as they were on full pay.”*
- *“I was made redundant and just didn’t know how I was going to get through the school holidays.”*
- *“We lost income, but being self-employed there is nothing much we can claim, thanks for helping out.”*
- *“The whole area is just buzzing, a real feel good feeling of kids and families getting outside and having a great day.”*

North Ormesby Primary Academy

121. North Ormesby Primary Academy currently has 278 children on roll, with approximately 20% of those children receiving level four Children’s Services (children subject to statutory Social Work intervention due to acute/severe needs)¹² as well as many more children engaging at levels two (children with additional needs requiring Early Help support from one agency) and three (children with complex needs requiring Early Help support from multiple agencies).
122. The Panel was disappointed to learn from the Designated Safeguarding Lead, North Ormesby Primary Academy, that, whilst she was aware of some fantastic work going on within North Ormesby, she had not had any involvement in the Locality Working pilot and had not been invited to attend any of the locality area meetings. This has resulted in a lack of awareness of the range of services/organisations that families within the school community could be referred to for help.
123. This issue was rectified immediately following the Panel’s meeting with the Designated Safeguarding Lead and contact details were exchanged to ensure that the school is fully aware of, and involved in, the locality working team, ongoing work in the area and an opportunity to attend appropriate multi-agency meetings within North Ormesby.
124. The Panel heard that the Holiday Activity Fund was delivered from the school during the Christmas holidays but this had been the first time that children at the school were able to access this provision. It was stated that the provision had been primarily for children in receipt of free school meals and those able to pay to attend. There is a large proportion of the community who are not able to access public funds or claim free school meals but lived on low incomes and would welcome such provision.

North Ormesby Neighbourhood Policing Team

125. North Ormesby Neighbourhood Policing Team, works alongside the Locality Team in North Ormesby.
126. In broad terms, the Neighbourhood Policing model operates across Middlesbrough on a similar basis to the locality working teams. In North Ormesby, the Locality Working Team and Neighbourhood Police Team complement each other and working relationships are enhanced by locality working.
127. The Panel heard a recent success story of how a multi-agency approach has had a positive impact on reducing anti-social behaviour in North Ormesby.

¹² Defined by the South Tees Safeguarding Children’s Partnership Interim Threshold of Need Document, Mar 2020.

128. Between June and August 2021, North Ormesby witnessed a spike in incidents of anti-social behaviour - a rise from approximately 35 per month to 50 incidents per month. This increase was due to a particular group of youths causing anti-social behaviour, disorder and criminal damage. The response through the Locality Team, predominantly working in conjunction with Selective Landlord Licensing and Neighbourhood Safety Officers, enabled greater information sharing and action, demonstrating a joint approach.
129. Police and Council Officers jointly issued anti-social behaviour contracts and warnings to perpetrators, highlighting that Police, PCSOs and Street Wardens are communicating and working together, presenting as a united team. The Council had led on the Anti-Social Behaviour Contracts which enabled Police to concentrate on pursuing the offenders for crime, leading to prosecutions and ultimately banning the ring-leader of the group from North Ormesby. This resulted in anti-social behaviour incidents reducing from a peak of 50 events in June/July/August 2021, to single figures by January 2022.
130. Of the residents that the Police engage with, feedback has been very positive, including parents of youths that had engaged in lower level anti-social behaviour, who commented that the area was a much nicer place to live. This is as a result of the action being taken through working within the locality model approach.
131. As part of the locality working approach, young people who had been involved in low level anti-social behaviour are invited to attend a presentation by youth workers to discourage them from engaging in such behaviours and to highlight the impact of their behaviour on others. This initiative is carried out in conjunction with the youth offending service. As part of the prevention work in the area, the 'mini police' programme in primary schools allows Police Officers work with the schools to identify the children that would benefit most from taking part.
132. In addition, the Council has commissioned youth work at both universal and targeted levels with Linx, The Junction and Middlesbrough Football Club Foundation. The Youth Offending Service now has a preventative arm and is becoming more involved in prevention work around anti-social behaviour.
133. The Panel heard that, when dealing with anti-social behaviour, improvements have been made in identifying vulnerability and linking in with Social Services. Issues are flagged between all partners, for example, to look at why a child might be behaving in that way, were there issues at home?
134. Protecting young people from drugs is also a priority and identifying the potential of being vulnerable to criminal exploitation. This is an area where the Police have made improvements in the last 3-5 years.
135. In broader terms, the Police has a successful working relationship with the Multi-Agency Children's Hub (MACH) (front door to Children's Services) with good information sharing processes in place. A profile compiled by the Police covering the Cleveland Police area identifies Organised Crime Groups and Anti-Social Behaviour groups which is a useful tool when multi-agency meetings are held to discuss young people who are at significant risk of exploitation.
136. The Police are leaders of the 'making people feel safe' Action Plan. Anti-social behaviour plays a big part in feeling unsafe, as did drugs. Mirroring the locality team, regular Multi Agency Response to Serious and Organised Crime (MARSOC) meetings are held to discuss intelligence and actions and how each of the partners can contribute to tackling serious and organised crime.
137. In addition, Police School Liaison Officers attended both primary schools in North Ormesby to deliver a six-week programme called 'Mini Police'. This includes various activities, culminating in delivering

an assembly to the whole school reinforcing messages around responsibility and not taking part in anti-social behaviour. The programme provides a good opportunity for children to be introduced to the Neighbourhood Policing Team in order to build good relationships.

138. The Neighbourhood Policing Team has experienced some challenges over the last 18 months, including the impact of Covid and extensive challenges with staffing cuts, however, officer numbers are slowly beginning to increase. There are a high proportion of probationary officers coming through but they need to be supported.
139. The Panel heard that the North Ormesby Neighbourhood Policing Team had also experienced challenges during the summer – tying in with the peak of anti-social behaviour and criminal damage issues in North Ormesby – when officers had often been deployed elsewhere. However, those officers were now returning to the team and figures for anti-social behaviour and crime were relatively low. Whilst there are areas of Middlesbrough with higher demand, it is essential for Officers to remain on duty in North Ormesby in order to build relationships in the community and to continue the positive work in the area, including prevention work.
140. Neighbourhood Policing aims to reduce and prevent crime, disorder and anti-social behaviour by use of targeted patrols; community engagement and problem solving. On a local level, the Policing Team's presence in North Ormesby needs to be highly visible to have a high impact.
141. The North Ormesby Neighbourhood Policing Team feel that there are fantastic working relationships with all partners in the locality team, particularly Selective Landlord Licensing, Street Wardens and Neighbourhood Support Officers. Personal working relationships are strong and good results are being achieved and built on.

Children's Centre/School Readiness

142. The School Readiness team works with families with children aged (pre-birth) 0 – 5 years. They link with midwifery, health and other partners to ensure that expectant parents, parents/carers and children get the best support possible to improve a child's life opportunities and outcomes.
143. The Team helps to prepare children to be ready for nursery and primary school via a number of means, including Children's Centre universal activities such as baby play, stay and play, healthy child clinic's and parenting workshops. It also offers advice to all families working with Early Help services on how best to support their child/children's development through the key early year's stages.
144. Support is available to parents/carers to access good quality childcare, including free early education for two, three and four year olds (achieving two year olds, nursery education grant and 30 hour entitlement).
145. The Children's Centres offer all families (with children aged under five years) a range of services, information and support within their local community. The main aim of Children's Centres is to improve outcomes for all young children, by encouraging them to learn and advising parents how they can support this at home.
146. Once parents/carers register with the Centres they can be signposted to information, advice and guidance. Registered families become part of the Children's Centre's universal provision, including eligibility advice around free education for two, three and four year olds, healthy vitamins programme and 'best start' pathway (for 0-2 year olds).

147. Targeted interventions are delivered to identified families, for example, Chat, Play, Read, Sing is a literacy support programme, also Play and Learn Together (when children had completed their two-year-old health review) delivers key messages around supporting good home learning and reinforcing that family members are key educators.
148. Regular monitoring and follow-up is carried out with families to ensure they are aware of the services available to them and to advise them in relation to eligibility for free child care and also helping them to identify and access childcare settings.
149. The Children's Centres work in partnership with the locality teams in both Newport and North Ormesby and considers the impact of locality working on school readiness predominantly relates to better information sharing to ensure families are aware of available provision and how to access it, as well as providing good networking opportunities to raise awareness of local issues and to break down cultural barriers within the community.
150. The Panel heard that examples of working in a locality-minded way included working with colleagues from other services such as Selective Landlord Licensing and Neighbourhood Safety Teams and when colleagues have their own agenda for visiting families, wherever possible, the Children's Centres liaise with those colleagues to ensure opportunities are not missed to identify under-fives who may not be registered with the Children's Centre in order to ensure families did not miss out on information advice and guidance and to encourage and help families to understand the benefits of their children accessing education from a young age.
151. Children's Centres also work closely with Health Visiting colleagues and have shared pathways. Statutory contacts are actively followed up to focus on the learning and development of the child and supporting the parents in doing this.
152. During the Covid pandemic, the Children's Centres continued to offer an increased amount of support within Newport and North Ormesby. The Children's Centre covering Newport is physically based at Whinney Banks, West Middlesbrough. Pre-covid there were many activities taking place in the Centre but it was difficult for some families to get there. Since Covid the majority of provision is delivered digitally and families are being contacted by telephone, WhatsApp and other platforms to increase accessibility and this is was working well.
153. In terms of impact, reach data for Children's Centres that families from North Ormesby and Newport access is as follows:-

CHILDREN'S CENTRE	TOTAL NUMBER OF FAMILIES REACHED		TOTAL NUMBER OF CONTACTS	
	2020	2021	2020	2021
North Ormesby	181	245	5,700	5,983
West Middlesbrough	628	878	3,335	3,345
Abingdon	462	758	5,464	10,493

154. This data shows a significant increase in the number of families reached from 2020 to 2021 across all three children's centres.

155. In relation to the take up of nursery places, settings that offer funded childcare to two, three and four year olds (universal and extended provision), is shown below (as at Autumn term 2021):-

North Ormesby ward

SETTING	A2YO	UNIVERSAL 3&4 YRS	EXTENDED 3&4 YRS
Dimples	45	21	9
The Pavillion	4	4	0
St. Pius School	0	1	0
*Minnows	32	7	0
*Top Corner	13	14	3
*School House	4	10	6

*These figures may include children attending who live outside of North Ormesby ward.

Newport ward

SETTING	A2YO	UNIVERSAL 3&4 YRS	EXTENDED 3&4 YRS
Ayresome School	29	0	0
*Archibald School	27	0	0
*Great Expectations	21	15	3
*Little Treasures	4	6	0
*Teacher Time Linthorpe	40	44	3
*Zizus	5	5	2

* These figures may include children attending who live outside of Newport ward.

156. Schools also offer universal 15 hours provision, increasing to 30 hours for eligible families of three and four year olds, but this data is not available.
157. The key challenges in terms of school readiness include cultural barriers, for example, for some families it is not the cultural 'norm' to use childcare for two year olds. Both localities also have high numbers of transient families. However, locality working, enables networking with colleagues who, in turn, are supporting information sharing regarding the Children's Centres and assisting with families whose first language is not English in order to raise awareness about the services available to them and potential eligibility for nursery places.

Neighbourhood Safety/Street Wardens

158. The Neighbourhood Safety Team works with partners and local people across Middlesbrough, as well as the two locality teams, to prevent and reduce crime and anti-social behaviour including vandalism, graffiti, deliberate damage to property or vehicles, groups of teenagers hanging around on the streets, fly tipping/littering, drug dealing/use, drunk or rowdy behaviour and chaotic families.
159. Attached to the Neighbourhood Safety Team, Street Wardens work within the locality model to support partners and colleagues, including colleagues in Children's Services.
160. Street Wardens have assisted with colleagues by carrying out 'door knocking', this included supporting the work of the Children's Centres.
161. As a whole, the Neighbourhood Safety Team, has an excellent relationship with Children's Services and works closely with them right across the town, however, this is enhanced by locality working.
162. Street Wardens regularly support partners with intelligence gathering within the community and are the eyes and ears on the ground, gaining information/intelligence which other services are not otherwise privy to.
163. Street Wardens assist Children's Services and Police to trace vulnerable/at risk young people who go missing. Daily Police briefings are held within the localities to discuss all incidents that had occurred within the last 24 hours, including vulnerable young people considered to be at risk of harm who go missing on a regular basis. Key information is distributed amongst the Street Wardens

together with photographs which allow the Wardens to gather information on contacts and properties visited by those young people and to report back to appropriate partners. This flags up risks with partners so that appropriate actions and interventions can be put in place.

164. In addition, Street Wardens regularly attend joint home visits with Children's Services and Neighbourhood Safety Officers to provide protection to staff and to develop relationships with young people and families to help keep them safe in the community.
165. The Street Wardens regularly attend organised youth groups across Middlesbrough but particularly in Newport and North Ormesby where there has been a great deal of targeted outreach work to help divert young people away from crime and disorder.
166. Wardens use the locality hubs on a daily basis whilst on operational patrol and are able to feed information and intelligence directly to partners in real-time and can act on task directions from partners in response to this. Locality working helps to speed up responses to the community's needs.
167. Street Wardens are also involved in a range of projects developed through the locality teams such as litter picks, back alley makeovers, weeks of action in relation to organised crime and drug activity whereby information is passed to Police for action.
168. From a community safety perspective, locality working has had a significant impact in both localities and has enhanced relationships by bringing together operational staff on a regular basis for key information sharing and development of action plans. This allows a more targeted and focussed service to be delivered in the community.

Next Steps

169. The Panel heard that the locality pilot projects will be evaluated using various methods including community surveys, data analysis and case studies.
170. An evaluation report of the pilots is being prepared and it is anticipated that it will be submitted to the Executive in June 2022 for consideration.
171. Outcomes and learning from the two pilot projects will inform whether the operating model should continue in Newport and North Ormesby and whether the programme should be rolled out to other areas of the town in some way.

TERM OF REFERENCE C - To identify best practice from other local authorities where locality working for Children's Services is working well.

172. As mentioned at the beginning of this report, the placed based partnership approach (or locality working as it has become known in Middlesbrough), seeks to achieve a joined up system change, centring on recognising the need to reconfigure relationships between statutory organisations, voluntary sector, the private sector, including businesses and residents in order to achieve change by developing collaborative approaches to address the underlying causes of community problems.
173. Part of the purpose of place based approaches is to build capacity within the community in order for residents to take charge of their own futures, to have a strong voice and to build social capital and connections within the community.
174. Several local authorities have sought to redefine relationships with their residents in different ways with focus on varying priorities.
175. Research undertaken by Think Local, Act Personal (Social Care Institute of Excellence (SCiE))¹³ looks at the evolving model of asset-based approaches and provides good practice examples where Councils and other organisations are taking practical steps to shift in the direction of an asset-based area.
176. An asset based approach firstly looks for the strengths, capabilities, resources and creativity within community and aims to co-produce all of an area's plans and services to address the needs and challenges of the community. Public sector bodies and their partners, volunteers and potential service users need to meet as equals to identify what is needed, and what the shared goals are for the area, and the best ways to achieve them together.
177. Three key components to achieving a whole system change are identified as:-
- Co-production, partnership and power sharing
 - Diversifying workforces and building local enterprise
 - A strategic approach to being asset-based.
178. There are several examples of local areas putting asset based actions into practice, all of which differ in form and scope but demonstrate imagination and commitment to make better places for and with people. These include:-
- City of York Council
179. The City of York Council has been using the original version of the asset-based area framework over several years to re-write relationships between the Council, citizens and the community. The Council's Head of Commissioning states : *"it has acted as a catalyst for change, creating conditions for success, informed by shared values and stories of impact."*
- Camden Council
180. The 'Camden Mile' (pre-pandemic), encouraged Council staff to regularly go out into the local area to talk to local people, organisations and businesses with a view to finding community assets where they may not have looked before. Taking a wider view of what counts as an asset can reveal abundance where state resources are scarce and over-stretched.

¹³ 'Think Local, Act Personal' SCiE – 'Ten Actions for an Asset Based Area' December 2021, by Alex Fox OBE.

181. With loneliness reaching epidemic proportions for older people, and growing amongst all age groups, affordable housing for younger people is scarce.
182. Homeshare programmes take these two groups of people with problems and brings them together to provide solutions.
183. After careful vetting, recruitment and preparation, an older person looking for companionship and low-level practical help is matched with a younger person seeking somewhere affordable to live who provides them with help rather than rent. They provide companionship and learn from one another.

Leeds City Council

184. Leeds City Council has committed to working together with people to find out what they want to achieve and the best way to do this is by building on their own strengths, as well as the strengths of their family, friends and local community. The aim is to enable people to achieve their goals, reach their potential and reduce reliance upon traditional services. Social workers will build relationships directly with people replacing a traditional care management approach.
185. A lengthy assessment has been reduced to a two page conversational record helping drive change from 'What's Wrong?' to 'What's Strong', through conversations about what matters to people rather than what matters to organisations. The 'front doors' that the Council offers people are organised around 13 Neighbourhood Teams. These 'Talking points' are organised to have a useful conversation quickly at a local hub then acting on them.
186. Shared Lives is one of the schemes in operation in Leeds to address people's needs in the community. An adult or young person in need of long term support is carefully matched with an approved Shared Lives Carer for day or respite care support which can include help to prepare meals and medication or companionship and getting out and about.

Swindon Borough Council

187. Swindon Borough Council has developed a programme focusing on community groups with a local parish council at the centre. The National Development Team for Inclusion is supporting the Pinehurst Community led Support Programme to shape a 'Talking Point' programme where a social care, health or housing officer can be found at a community centre to offer advice to people in their local community space.

Kirklees Council

188. Ward Councillors at Kirklees Council have their own devolved budget which they make available to organisations and groups to support local people in their wards. The democracy services department supports councillors to manage this funding which is intended to connect democracy with community development.

Wigan Council

189. The most radical and notable example of an asset or place based approach is Wigan Council, and Middlesbrough's locality model is more closely based on this example.

190. Wigan Council developed its 'Deal for the Future', now known as 'The Wigan Deal 2030'¹⁴, in conjunction with residents, community organisations, businesses and public sector bodies over a five-year period. [The Deal 2030 \(wigan.gov.uk\)](http://wigan.gov.uk)
191. This ambitious plan was created following 'The Big Listening Project' – listening to 6,000, in 83 locations, sharing 10,000 ideas. Analysis of all those views and ideas resulted in **ten** key priorities for the borough:-
1. Ensure the Best Start in Life
 2. Happy, Healthy People
 3. Communities that Care for Each Other
 4. Vibrant Town Centres for All
 5. An Environment to be proud of
 6. Embracing Culture, Sport and Heritage
 7. Economic Growth that benefits everyone
 8. Confidently digital
 9. A well connected place
 10. A home for all
192. Each priority has an 'Our Part' (the borough's public sector organisations and partners) and a 'Your Part' (residents), so that 'The Deal's' principles of working together to achieve their ambitions continues and everyone knows what to do to play their part.



193. The Deal is about empowering communities, focusing on their strengths and talents and what makes them happy. It is also about delivering public services in a new way with staff that are positive, accountable and have the courage to do things differently.

¹⁴ Wigan Council – The Deal 2030 document

194. The Deal has pioneered a unique approach and has set a new course for working with people, public services, businesses and communities to make a better future for all.

CONCLUSIONS

195. Based on the evidence provided throughout the investigation, the Panel's conclusions are as follows:-
- a) The Panel feels that, despite some delays mainly due to the pandemic, the locality working pilot programmes in Newport and North Ormesby are working well and are making good progress.
 - b) It notes that the locality model has had a positive impact in both areas, including:-
 - a reduction in anti-social behaviour and crime.
 - a significant increase in the number of residents who report feeling safer, both during the day and at night.
 - an increase in the number of people who state they intend to continue living in the area for longer
 - Noticeable improvements in the physical environment.
 - c) During its review, the Panel spoke to a wide range of services and organisations involved in locality working. It appears that the concept of locality working is having a positive impact in general and more specifically on children and families living in the localities. The majority of partners feel that the multi-agency approach is beneficial and has improved working relationships and dialogue between partners and the community resulting in positive outcomes. However, the Panel found some instances where partners are less aware of the locality model and did not have full awareness of all the partners involved. For example, a mixed report from primary schools in the areas – with Newport reporting a positive impact through locality working - particularly in relation to Early Help and Neighbourhood Safety – and North Ormesby reporting a lack of awareness of the model. The Panel has since received reassurance from the Director of Children's Services that awareness of the model in North Ormesby has been improved.
 - d) Both Newport and North Ormesby have some of the highest rates in Middlesbrough for self-harm and drug and alcohol related hospital admissions and ambulance pick-ups, high levels of racially motivated crime, violent crime and anti-social behaviour. All of these issues can impact on the health and wellbeing of children, young people and their families. Whilst, the Panel acknowledges that Public Health colleagues form part of the locality model and play a vital role, it feels stronger links need to be made with the Primary Care Network (particularly local GP surgeries in the areas) and acute health services such as mental health providers, midwife and health visiting services, to ensure two-way communication of information.
 - e) The Panel is encouraged to hear all of the positive work ongoing within both localities and welcomes the involvement of external voluntary and community organisations and feels that they should be kept fully informed and invited to appropriate locality meetings within the areas. All partners should ensure that the right support is available to those who need it, without duplication.
 - f) The Panel welcomes the concept of locality based working and supports its continuation within Newport and North Ormesby and is supportive of the locality working model being rolled out to other areas of the town where it is identified there is a priority need based on analysis of demand and community consultation.
 - g) There are good governance structures in place with regular operational and strategic level meetings to discuss issues and progress which are well attended by relevant representatives and actioned appropriately.

- h) A range of relevant Action Plans have been established in both localities, including for Children's Services, and these are monitored appropriately. Each Action Plan has smart targets linked to the Performance Management Framework indicators which are used to monitor impact and progress on a regular basis.
- i) The Panel recognises that the needs of each locality are, and will be, different and that this may result in involvement of various different organisations to suit the needs of each particular locality, however, it considers that all statutory partners are constant and have a vital role to play in any locality and should be fully involved in any locality working programmes.
- j) With specific regard to Children's Services, the Panel feels reassured that Social Worker capacity has been increased via the establishment of a single team of Social Workers who will be allocated cases from the two localities.
- k) Whilst Early Help Practitioners are positive about locality working and feel that the concept works, they have stated they do not feel there are sufficient numbers of Practitioners assigned to the localities to cope with demand.
- l) The Panel notes that between June 2020 and September 2021, Early Help work in North Ormesby increased significantly and this is to be welcomed as it means more families are being helped at an earlier stage - before statutory interventions are required. During the same period, Children in Need cases reduced significantly, Child Protection cases have increased slightly, as have the number of Children Looked After, but are relatively stable. In Newport, in June 2020 levels of Early Help support were quite high, reducing slightly by September 2021, showing Early Help is relatively stable in Newport. Between June 2020 and September 2021, the numbers of Children in Need remain quite high and there was a 5% increase in the numbers of children becoming looked after. Based on the information provided to the Panel, this suggests that Early Help is working well across both localities but in terms of children's social care, this appears to be working more successfully in North Ormesby.
- m) In terms of school readiness, impact data provided to the Panel shows that, through a multi-agency approach, the number of families reached has significantly increased from 2020 to 2021 across all three children's centres accessible to families within Newport and North Ormesby.

RECOMMENDATIONS

196. Based on the evidence gathered during the investigation, and the conclusions above, the Children and Young People's Social Care and Services Scrutiny Panel makes the following recommendations for consideration by the Executive:-
- a) The Panel supports the continuation of Locality Working in both Newport and North Ormesby and further supports the roll-out of the model to other areas of the town based on priority need, to be determined through demand analysis, community surveys and led by the evaluation report for consideration by the Executive.
 - b) In supporting the Locality Working model in Middlesbrough, the Panel recommends that discussions with senior managers and directors of finance within all public sector partner organisations takes place with a view to appropriately and proportionately funding each locality working area to ensure sufficient staffing allocations to meet demand. The Panel would further recommend that appropriate core structures are in place within the locality teams to ensure that Neighbourhood Managers are fully supported and deputised for during periods of absence/holidays.
 - c) The Panel acknowledges the high numbers of early help cases in both Newport and North Ormesby and notes the views of the Early Help Practitioners that they feel there are not enough practitioners to meet demand. The Panel therefore recommends that, subject to further analysis, consideration be given to the number of Early Help workers allocated to each area.
 - d) The Panel notes the impact data in respect of Children's Social Care Services within the localities and that the number of children looked after remains high. The Panel acknowledges that, whilst social workers have been in place for some time in the locality areas, they have only fairly recently been moved into one team to ensure consistency of approach and management oversight. The Panel, therefore, recommends that impact continues to be monitored and reported to the Panel in six months' time.
 - e) That Early Help Practitioners and the Social Workers be introduced to appropriate staff within each of the areas' schools to build up relationships and discuss children/families requiring support through regular dialogue and that the work of the locality teams is promoted and regularly discussed with school leadership teams.
 - f) That school readiness and children's centre registrations continue to be monitored and promoted in a range of languages to maximise reach and take up of nursery places to ensure that children are ready for school to optimise their learning potential.
 - g) That relevant community and voluntary organisations, including schools, are equally involved in the locality teams and that appropriate information sharing takes place to ensure:
 - i) That access to a 'signposting directory' of all services and organisations available to support families within the localities is available to all partners via the Neighbourhood Manager/a designated co-ordinator.
 - ii) That programmes of activities and events designed to support children and families are planned, discussed and co-ordinated in advance between partners within the localities to avoid unnecessary duplication and ensure those who need help and support receive it. (For example, that the Holiday Activity Fund (HAF) provision is co-ordinated in conjunction with Feast of Fun activity to maximise appropriate take-up and avoid duplication).

- h) That stronger links are made, through Public Health colleagues if and where appropriate, between primary care and acute care providers including GPs, mental health provision, midwife and health visiting services with improved referral pathways to Early Help and Children's Social Care Services where appropriate.
- i) Ensure that all partners are familiar with Middlesbrough's threshold of need document when making referrals to children's social care to improve the quality of referrals and ensure that the correct level of support can be determined and provided as quickly as possible and that the document be readily accessible via the Neighbourhood Manager/designated Co-ordinator.
- j) The Panel considers that Locality Working in Middlesbrough should be better promoted and clearly branded to ensure that all partners, and the community, are aware of how it operates, who is involved and how to make contact. The Wigan Deal is a good example of this where each priority area has an 'our part' (the borough's public sector organisations and partners) and a 'your part' (residents) so that the principles of working together to achieve joint ambitions is realised with each partner aware of what is expected of them.

ACKNOWLEDGEMENTS

The Scrutiny Panel would like to thank the following for their assistance with its work:-

Geoff Field	Director of Environment and Communities
Marion Walker	Head of Stronger Communities
Adam Parkinson	Newport Neighbourhood Manager
Lindsay Coe	North Ormesby Neighbourhood Manager
Sue Butcher	Executive Director of Children's Services
Rachel Farnham	Director of Children's Care
Gail Earl	Head of Prevention
Hazel Clark	Early Help Team Manager
Angela Hill	Social Care Team Manager
Lynn Blagg	Assistant Team Manager, Education & Partnerships
Joanne Tickle	Assistant Team Manager, Education & Partnerships
Stacey Carlisle	Deputy Head, Newport Primary School
Katrina Jackson	Advanced Public Health Practitioner
Louise Kelly	Selective Landlord Licensing Manager
Julie Pearce	Community Safety Manager
Sergeant John Sproson	North Ormesby Neighbourhood Police
Sergeant Steve Pattison	Newport Neighbourhood Police
Heather Insull	Youth Focus North East
Karen Deen	Together Middlesbrough and Cleveland
Cassie Williams	Designated Safeguarding Lead, North Ormesby Primary Academy

BACKGROUND PAPERS

The following sources were used/referred to in the preparation of this report:-

Reports to, and minutes of, the Children & Young People's Social Care & Services Scrutiny Panel meetings: 21 September, 25 October, 22 November, 13 December 2021, 25 January & 21 February 2022.

Reports to the Executive: 8 October 2019, 18 February 2020.

Think Local, Act Personal' SCIE – 'Ten Actions for an Asset Based Area' December 2021, by Alex Fox OBE

Wigan Council website and 'The Deal' document.

COUNCILLOR D DAVISON CHAIR, CHILDREN & YOUNG PEOPLE'S SOCIAL CARE & SERVICES SCRUTINY PANEL

The Membership of the Panel: Councillors: T Mawston (Vice Chair), A Hellaoui, T Higgins, M Nugent, M Storey, Z Uddin, J Walker and G Wilson.

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**CHILDREN & YOUNG PEOPLE'S SOCIAL CARE & SERVICES SCRUTINY PANEL
LOCALITY WORKING FROM A CHILDREN'S SERVICES PERSPECTIVE - ACTION PLAN**

12th July 2022

SCRUTINY RECOMMENDATION	PROPOSED ACTION (and SB comments)	POST TITLE	BUDGET COST	TIMESCALE
a) The Panel supports the continuation of Locality Working in both Newport and North Ormesby and further supports the roll-out of the model to other areas of the town based on priority need, to be determined through demand analysis, community surveys and led by the evaluation report for consideration by the Executive.	<p>Comment: <i>The success of Locality working In Newport and North Ormesby is being evaluated however a decision has been made to roll the model out to Hemlington due to the level of crime and Anti-Social Behaviour in the area.</i></p> <p>Proposed Action: Determine the roll-out of the model of Locality Working into other areas of the town based the outcome of the evaluation report, demand analysis and community surveys.</p>	Director of Environment	No additional budget required	To be determined by the Evaluation report
b) In supporting the Locality Working model in Middlesbrough, the Panel recommends that discussions with senior managers and directors of finance within all public sector partner organisations takes place with a view to appropriately and proportionately funding each locality working area to ensure sufficient staffing allocations to meet demand.	<p>Comment: <i>The Children's Trust had an extraordinary meeting informing partner agencies about Locality Working so there is already some background knowledge about this model of working</i></p> <p>Proposed Action: Facilitate a workshop for senior representatives</p>	Head of Stronger Communities	No additional	December 2022

<p>The Panel would further recommend that appropriate core structures are in place within the locality teams to ensure that Neighbourhood Managers are fully supported and deputised for during periods of absence/holidays.</p>	<p>from partner agencies including voluntary agencies to determine the partnership’s ambition to develop a joint approach to Locality Working.</p> <p>Comment: <i>This part of the recommendation came from the fact that one of the locality managers was not available for a proportion of the time that panel considered Locality Working and therefore did not attend to present to members. An absence was considered to be of potential detriment to the particular project.</i></p> <p>Action: The Head of Stronger Communities responsibility for Locality Working ensures that there are robust cover arrangements when a Neighbourhood Manager is absent from a particular project.</p>	<p>Head of Stronger Communities</p>	<p>budget required</p> <p>No additional budget required</p>	<p>August 2022</p>
<p>c) <i>The Panel acknowledges the high numbers of early help cases in both Newport and North Ormesby and notes the views of the Early Help Practitioners that they feel there are not enough practitioners to meet demand. The Panel therefore recommends that, subject to further analysis, consideration be given to the number of Early Help workers allocated to each area.</i></p>	<p>Comment: <i>One of the Early Help workers reporting to Scrutiny commented that EH capacity was needed. However, resources are finite and demands on EH have grown considerably throughout the town. NB the Youth Service provision in Newport and North Ormesby (and soon in Hemlington has now enhanced the EH provision. In addition across the</i></p>			

	<p><i>town the amount of EH work held by the partnership at level 2 has significantly increased. EH is not just the local authority but an overall offer.</i></p> <p><i>This will need to be scheduled into the project plan for each locality area development</i></p> <p>Action: Early Help resources are allocated to Locality Working areas in proportion with the area’s demand and the overall existing EH resource.</p>	<p>Head of Prevention</p>	<p>No additional budget required for consideration purposes. (However, if additional resource is requested each additional worker would cost £28.5k/ annum plus costs’</p>	<p>To be considered for existing partnerships by September 2022</p>
<p>d) The Panel notes the impact data in respect of Children’s Social Care Services within the localities and that the number of children looked after remains high. The Panel acknowledges that, whilst social workers have been in place for some time in the locality areas, they have only fairly recently been moved into one team to ensure consistency of approach and management oversight. The Panel,</p>	<p>Comment: <i>If the figure is reported to Panel in 6 months that will only provide a 4 month monitoring period due to the lead time for submitting reports therefore a longer timescale is proposed.</i></p> <p>Action: The number of children and young people in the care of the local</p>	<p>Head of Children Looked After and</p>	<p>No additional</p>	<p>March 2023</p>

Appendix 2

<p>therefore, recommends that impact continues to be monitored and reported to the Panel in six months' time.</p>	<p>authority who have a home address in a particular locality working area is tracked for a further six months and presented to scrutiny.</p>	<p>Permanence</p>	<p>finances required</p>	
<p>e) That Early Help Practitioners and the Social Workers be introduced to appropriate staff within each of the areas' schools to build up relationships and discuss children/families requiring support through regular dialogue and that the work of the locality teams is promoted and regularly discussed with school leadership teams.</p>	<p>Action: Early help practitioners, social workers and school staff build on existing working relationships and working practices to improve outcomes for children with a social worker and supported by Early Help.</p> <p>Comment: <i>Whilst school leaders can be encouraged and supported to have these discussions the local authority is not in a position to mandate them to do so.</i></p>	<p>Head of Achievement</p>	<p>No additional finances required</p>	<p>October 2023</p>
<p>f) That school readiness and children's centre registrations continue to be monitored and promoted in a range of languages to ensure maximise reach and take up of nursery places to ensure that children are ready for school to optimise their learning potential.</p>	<p>Action: School readiness and children's centre registrations continue to be monitored and promoted in a range of languages to ensure maximum reach and take up of nursery places to ensure that children are ready for school to optimise their learning potential and report to the Scrutiny Panel by May 2023</p>	<p>Head of Achievement</p>	<p>No additional finances required</p>	<p>April 2023</p>
<p>g) That relevant community and voluntary organisations, including schools, are equally involved in the locality teams and that appropriate information sharing takes</p>	<p>Comment: <i>This can only be influenced not mandated</i></p>			

Appendix 2

<p>place to ensure:-</p> <p>i) That access to a ‘signposting directory’ of all services and organisations available to support families within the localities is available to all partners via the Neighbourhood Manager/a designated co-ordinator.</p> <p>ii) That programmes of activities and events designed to support children and families are planned, discussed and co-ordinated in advance between partners within the localities to avoid unnecessary duplication and ensure those who need help and support receive it. (For example, that the Holiday Activity Fund (HAF) provision is co-ordinated in conjunction with Feast of Fun activity to maximise appropriate take-up and avoid duplication).</p>	<p>Action: Drawing on the work of the Prevention and Partnership Board the Children’s Trust will bring together relevant community and voluntary organisations to establish where necessary and promote and information sharing protocols in locality working areas to support</p> <ul style="list-style-type: none"> • Access to a signposting directory, • The co-ordination of programmes of activities and events to support children and families 	<p>Director of Education and Partnerships</p>	<p>No additional finances required</p>	<p>December 2022</p>
<p>h) That stronger links are made, through Public Health colleagues if and where appropriate, between primary care and acute care providers including GPs, mental health provision, midwife and health visiting services with improved referral pathways to Early Help and Children’s Social Care Services where appropriate.</p>	<p>Comment: <i>No issues or challenges have been raised but if so they would be managed as ‘Business as usual’.</i></p>			

Appendix 2

<p>i) Ensure that all partners are familiar with Middlesbrough's threshold of need document when making referrals to children's social care to improve the quality of referrals and ensure that the correct level of support can be determined and provided as quickly as possible and that the document be readily accessible via the Neighbourhood Manager/designated Co-ordinator.</p>	<p>Comment: Ofsted has not identified any issues with thresholds and if any are raised in the future they will be managed as 'Business as usual'.</p> <p>Action: Provide additional training on thresholds to Neighbourhood Managers</p>	<p>Head of Prevention</p>	<p>No additional budget required</p>	<p>December 2022</p>
<p>j) The Panel considers that Locality Working in Middlesbrough should be better promoted and clearly branded to ensure that all partners, and the community, are aware of how it operates, who is involved and how to make contact. The Wigan Deal is a good example of this where each priority area has an 'our part' (the borough's public sector organisations and partners) and a 'your part' (residents) so that the principles of working together to achieve joint ambitions is realised with each partner aware of what is expected of them.</p>	<p>Action: That the Locality Working Steering Group considers the branding and promoting of Locality Working across Middlesbrough and submits a report to scrutiny with its proposals.</p>	<p>Director of Environment</p>	<p>No additional budget required</p>	<p>Jan 2023</p>

MIDDLESBROUGH COUNCIL	
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Report of:	Executive Member for Environment Director of Environment and Community Services
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Submitted to:	Executive
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Date:	12 July 2022
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Title:	Final Report of the Economic Development, Environment and Infrastructure Scrutiny Panel - Green Strategy - Service Response
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Report for:	Decision
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Status:	Public
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Strategic priority:	Climate change
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Key decision:	No
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Why:	Not applicable
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Urgent:	No
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Why:	Not Applicable
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Executive summary

That the Executive approves the attached Action Plan put together in response to the Scrutiny Panel recommendations.

In line with the Council's constitution following approval of the councils Green Strategy the recommendations of the scrutiny panel and subsequent action plan now need to be considered by the Executive

Purpose

To provide an update and action plan that relates to the recommendations made by the Environment and Infrastructure Scrutiny Panel.

Background and relevant information

The Scrutiny panel met to consider the councils Green Strategy aims and objectives which in turn created the Action Plan.

What decision(s) are being recommended?

That the Executive approves the attached Action Plan put together in response to the Scrutiny Panel recommendations

Rationale for the recommended decision(s)

1. It is a requirement that the Executive formally considers the Scrutiny Panel's report and confirms the service areas response to the Panel's accompanying action plan.
2. The recommendations in the action plan will aim to assist in the delivery of the councils Green Strategy objectives.

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

3. Full details of what the Scrutiny Panel took into consideration when arriving at their recommendations are contained in the Scrutiny report (Appendix I).

Impact(s) of the recommended decision(s)

Legal

4. No legal implications

Strategic priorities and risks

5. The Action Plan sets out how the Council aims to meet its objectives in line with the councils Green Strategy.

Human Rights, Equality and Data Protection

6. Equality and diversity issues would be considered as part of any future actions as and when any specific objectives are progressed. This would include Impact Assessments where required.

Financial

7. The proposed actions do not at this stage create additional financial obligations

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

Action	Responsible Officer	Deadline
To review Scrutiny recommendations and implement proposed actions	Environment Sustainability Manager	March 2023

Appendices

1	Appendix I – Final Report of the Economic Development, Environment and Infrastructure Scrutiny Panel – Green Strategy.
2	Appendix II – Action Plan with Service area comments.

Background papers

Body	Report title	Date
None	N/A	N/A

Contact: Geoff Field

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MIDDLESBROUGH COUNCIL

FINAL REPORT OF THE ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL – GREEN STRATEGY

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AIM OF THE INVESTIGATION

1. The aim of the investigation is to determine how the Council can best implement its Green Strategy and increase biodiversity across Middlesbrough.

MAYOR'S PRIORITIES

2. The scrutiny of this topic fits within the following of the Mayor's Priorities:
 - Physical Environment - We will work closely with local communities to protect our green spaces and make sure that our roads, streets and open spaces are well-designed, clean and safe.
 - Climate Change - We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.

COUNCIL'S CORE OBJECTIVES

3. The scrutiny of this topic aligns with the following Council core objectives as detailed in the Strategic Plan 2021-2024¹:
 - People - working with communities and other public services to improve the lives of our residents.
 - Place - securing improvements in Middlesbrough's housing, infrastructure and attractiveness, improving the town's reputation, creating opportunities for local people and improving our finances.

TERMS OF REFERENCE

4. The terms of reference for the scrutiny panel's review are:
 - A) To examine the Council's proposals to meet Government targets for greenhouse gas emissions, make Middlesbrough more climate resilient, and minimise the environmental impact of services.
 - B) To investigate in detail the following elements of Middlesbrough Council's Green Strategy Action Plan:
 - Land Use and Wildlife
 - Culture and Communities
 - Sustainable Transport
 - C) To identify and investigate examples of best practice that can be adopted in Middlesbrough.

¹ Middlesbrough Council's Strategic Plan 2021-2024

BACKGROUND INFORMATION

5. In November 2021 the UK Government's Environment Act became law. The aim of this legislation is to improve air and water quality, tackle waste, increase recycling, halt the decline of species and improve the natural environment.
6. In line with the terms of reference, the Scrutiny Panel gathered information in relation to Middlesbrough Council's current plans to make Middlesbrough a greener and healthier place to live and work.

TERM OF REFERENCE A

7. **To examine the Council's proposals to meet Government targets for greenhouse gas emissions, make Middlesbrough more climate resilient, and minimise the environmental impact of services.**
8. Middlesbrough Council declared a climate crisis in 2019 and has set out an ambitious ten year plan to develop a green agenda to rise to the challenge of global warming: aiming to reduce it by its actions. The Council has three broad aims to make Middlesbrough a more sustainable town which are:
 - To make Middlesbrough Council net carbon neutral by 2029.
 - To ensure Middlesbrough as a town is net carbon neutral by 2039.
 - For Middlesbrough Council to be a lead authority on environmental issues.
9. In 2012 Middlesbrough Council adopted the ten One Planet Living principles – a sustainability model based on the United Nations 17 sustainable development goals. As well as environmental improvements, standards and awareness, the principles include: community cohesion, culture, wildlife, landscape, travel, the materials we use and the products we buy, as well as zero waste and carbon energy. The Council's Green Strategy is based on the ten One Planet Living principles.
10. In terms of decarbonisation the two biggest producers are transport and homes. Working with a range of partners, businesses and organisations, as well as communities and residents across Middlesbrough, will be key to the delivery of the Green Strategy. Actions to de-carbonise the transport fleet and other assets, measure carbon output, set carbon budgets, and introduce reduction measures are in place to assist with the net carbon neutral ambition for 2029 but the Council needs to go further and consider more radical methods.
11. The UK Government's aim is to have no new internal combustion vehicles on the roads by the end of 2029. The Council will work with public transport providers to enable their move to sustainable fuel use and develop the installation of an infrastructure to provide electric vehicle charging points across the town. At the time of writing this report, the Council has purchased five electric vehicles.
12. To increase and improve biodiversity the Council intends to create rich and diverse habitats and promote the use of parks and open spaces. This will involve community engagement to encourage residents to support their local green spaces.

13. The Council works with community groups and volunteers and schools and groups to promote greater environmental awareness and make Middlesbrough a greener and better place to live. Community engagement activities and initiatives such as the Boro Champions and Green Spaces Forum are two examples.
14. The Council has responsibilities in relation to purchasing, where to procure services, the type of goods are purchased, and engagement with local suppliers. The Procurement Team is developing a social model of engagement to ensure it has an impact in terms of the local community and business.
15. Since the outbreak of the Covid-19 pandemic in 2020, recycling levels in Middlesbrough had fallen 33% that had been the average for a number of years, to 28%. An Officer has been employed to work on the most challenging areas and implement regular engagement programmes to try and improve recycling rates to a target rate of 40%. Recycling rates are calculated on domestic household waste and an increased number of people have been working at home throughout the pandemic. Accordingly, more domestic waste, which would ordinarily have been disposed of by people at their workplace, has been collected. In addition, many items that are put into recycling are contaminated with food and therefore not recyclable. The level of green waste collected has also risen. Promotion of waste reduction and recycling via social media and education campaigns to raise awareness will help address this issue.
16. The Council is working with Middlesbrough Food Partnership through Environment City to develop and maintain a sustainable and fair food system. Middlesbrough is currently at silver level and aims to become a Gold Sustainable Food place by reducing food poverty and insecurity and promoting food access. Middlesbrough will continue to be a Fair Trade Town and intends to establish a surplus food redistribution hub. There is also an ambition to engage people in farming on an urban scale with a Farm Start Scheme.
17. It is acknowledged that cleaner air and access to green space and sustainable travel and food has significant physical and mental wellbeing benefits. A South Tees Clean Air Strategy will be implemented to improve air quality in Middlesbrough in October 2022. A Beat the Street programme took place in Middlesbrough from September to November 2021 to encourage children discover more about the area by walking, running and cycling. Building on existing practice and local initiatives the Council will explore the development of action zones around schools focusing on areas of environmental benefit, for example car free zones. Environmental opportunities for mental health and wellbeing through the expansion of green social prescribing opportunities will also be implemented.
18. A town-wide Green Strategy Action Plan, led by individual Action Plan Groups is being developed to assist the Council in achieving its objectives. Each Action Plan Group is supervised by a Head of Service and has an Action Plan based on each of the Ten One Planet Living principles. Performance reporting and monitoring of actions and targets is overseen by the Strategy Group, who reports to the Council's Leadership Management Team.
19. During the first year of the development of the Green Strategy, achievements include:
 - Public consultation – good feedback and supportive comments have been received.

- Action Plan Groups and individual Action Plans have been formed and developed.
- Climate Action Middlesbrough: Middlesbrough Environment City has been awarded £1.5 million to develop an action plan for climate change. Community led and focussed projects are underway. A Big Green Week of action was held from 18-26 September 2021 – which was part of the climate action programme and engagement with the public.
- Biodiversity improvements: tree cover has been increased, urban meadows created, bee hives installed, a new wildlife sanctuary and new grasslands have been created.
- A new mowing regime has been introduced in some areas of the town. ‘No Mow May’ allows flowers such as clover and speedwell to flower and also has a positive impact on pollinators.
- A carbon audit for Middlesbrough Council’s vehicle fleet was completed in 2020 which provides a baseline as to how much carbon is being produced and how this can be reduced by electrification or energy efficient vehicles. Five electric vehicles have been purchased and Vehicle to Grid (V2G) charging stations had been installed at Resolution House. Any spare charge left in the vehicle batteries at the end of the day goes back into the grid and this provides an income to the Council.
- An education and awareness programme has been introduced and the Waste Education Officer is working with schools to boost recycling rates. In addition to encouraging children to recycle, the programme encourages them to pass good practice on to their parents. Four of the Council’s refuse wagons have been wrapped with nature themes that promote recycling and sustainability.

20. Areas of focus for the next phase of progressing the Green Strategy include:

- Developing a Smart Carbon Tool to measure the Council’s baseline carbon level, where it currently stands, where it needs to be and the steps needed to make that change in terms of addressing the 2029 target.
- Launching a staff training module on climate change and carbon reduction in-house, and appoint Green Champions within the Council. Also, as an organisation, to consider measures to effect energy reduction, water saving and recycling.
- Engaging with partners, public, businesses and stakeholders across Middlesbrough to establish how the Council can support their carbon reduction journeys.
- Consider establishing a dedicated ranger or countryside team in Middlesbrough, to try to ensure that as individual projects come to an end, the momentum on bio-diversity is maintained.
- Bio-diversity net gain will be a new focus for the planning system from 2023. Net gain is an approach that aims to leave the natural environment in a measurably better state than it was prior to a new development being built. This could be a key tool in planning

developments and potentially something the Council can benefit from to strive for higher standards and better quality developments.

TERM OF REFERENCE B

21. To investigate in detail the following elements of Middlesbrough Council's Green Strategy Action Plan:

- **Land Use and Wildlife**
- **Culture and Communities**
- **Sustainable Transport**

22. Land Use and Wildlife

The key areas for action identified by the Land Use and Wildlife/Sustainable Water Action Group for Middlesbrough's Green Strategy are:

- Improve the quality of green space and increase coverage.
- Increase tree cover.
- Plant trees along road corridors to increase pollution absorption.
- Provide greater levels of carbon capture through increased tree cover.
- Increase the amount of land given over to wildflowers.
- Become a more bee-friendly town.

23. *Expanding the urban tree network*

Middlesbrough has quite a low coverage of trees, reflecting in part the fact that it is the most urbanised of the Tees Valley Authority areas. The Council is on track with the Mayor's ambition to plant 10,000 trees per annum, increasing tree cover in the town from 11.8% to reach the national average of 16% by 2025. In May 2021, Middlesbrough Council achieved 'Tree City of the World Status'. This is a global initiative founded by the Arbor Day Foundation and the Food and Agriculture Organisation of the United Nations, which recognises cities that commit to growing and maintaining their urban forest. Successful bids to the Urban Tree Challenge Fund had also provided funding for approximately 2,340 trees since 2019. Planting through development schemes is strongly encouraged and a programme for implementing micro forests is under development.

24. It is considered vital to ensure that the correct species of trees are planted in suitable locations and also that appropriate arrangements for managing those trees are in place. Middlesbrough Council's Tree Policy was refreshed in February 2021 and adopted in May 2021.

25. *Laying the foundations for the nature recovery network.*

The Tees Valley Nature Partnership represents nature forums across the Tees Valley and identifies and recommends wildlife sites. Three sites already identified in Middlesbrough are Middle Marsh, St Joseph's Cemetery and Stainton Way. The Council continues to seek options for new nature reserves in Middlesbrough, working with the Tees Valley Nature Partnership. Wildlife sites are designated through the planning process and the

Local Plan and management plans for wildlife sites are put in place as appropriate. The Council is considering developing a Local Nature Recovery Strategy which includes all local wildlife sites, so that document is available until the current Local Plan review is completed.

26. The Green Shoots Project is a one year programme which seeks to restore and manage existing local wildlife sites. Sites at Middlebeck, Ormesby, and Marton West Becks have been selected. A long term project is the development of a Country Park at Stainsby.

27. Biodiversity Net Gain – a requirement of the Environment Act is that all new developments and infrastructure projects must deliver a minimum of 10% biodiversity net gain. The Department for Environment and Rural Affairs (DEFRA) has produced a number of tools for measuring biodiversity levels. The proposal for Middlesbrough is to deliver biodiversity gain on site in the first instance, or if that is not possible, on other sites in Middlesbrough. If delivering that net gain is not possible in the Middlesbrough area, then it will be delivered within the Tees Valley or further afield. Middlesbrough Council is working with the other Tees Valley Authorities to achieve a strategic and consistent approach across the area on delivering this aim. It is potentially a mechanism for taking money from development and putting it into local wildlife sites to enhance them, manage them better, and increase biodiversity.

28. *Blue corridors: enhancing the beck valleys*

Middlesbrough has a series of beck valleys running north and south that create green corridors feeding into the River Tees. These becks are important resources not only for biodiversity, but also for recreational facilities, and also provide key links. At the time of this investigation, tasks have not yet been set for this element, however it was likely that initiatives would aim to improve the quality of water courses and seek opportunities to develop greater access and interpretation.

29. *Development of a network of multifunctional Sustainable Drainage Systems (SuDS)*

Middlesbrough Council will adopt a Sustainable Urban Drainage System (SuDS) Guide to ensure that SuDs are incorporated as integral elements in development proposals as natural-looking features.

30. *Rethinking urban grasslands*

One of the objectives in the Green Strategy is to make Middlesbrough more bee friendly. Cutting back on the mowing regimes and allowing more wildflower meadows will increase pollinator trails for bees. The Council has adopted a regime that includes cutting less often and seeding more wildflower meadows, grasslands and highway verges.

31. *Embedding the principles of the Green Strategy/GBIS into policy and new developments*

A Green Blue Infrastructure Strategy (GBIS) has been adopted by the Council to provide a better understanding of the green and blue elements of the town and assist in the development of the Local Plan and is considered critical in delivering the key elements of Middlesbrough's Green Strategy. The six themes in the GBIS include:

Regeneration, Heritage and Sense of Place, Biodiversity and Geodiversity, Reconnecting Communities with Nature, A Resilient Landscape, The Blue Network and Waterfronts and Walking and Cycling. A Green Blue Infrastructure checklist is being developed to ensure that green and blue infrastructure and the Green Strategy are at the forefront of any new developments. The Urban Design Framework has also been updated.

32. Culture and Communities

The Culture and Communities Action Group's current objectives are ambitious, high level and form a long term strategy:

- Develop an ambitious town wide approach to environmentalism with arts organisations in Middlesbrough. The 20 year vision is that all arts organisations are carbon neutral by 2040.
- Increase public awareness and engagement in green issues. The 20 year vision is that Middlesbrough is recognised for relevant cultural programming that is focussed on the environment.
- Increase public engagement with Middlesbrough's open spaces. The 20 year vision is to increase footfall and engagement from diverse range of communities.
- Create the most radical parks in the UK. The 20 year vision is that Middlesbrough is recognised as the place with the most innovative parks in 2040.
- Develop a cultural capital plan for Middlesbrough.
- Increase access to culture for communities in Middlesbrough.

33. Successes in the first year of the strategy include:

- New events at Newham Grange Farm encouraging the use of green spaces. The creation of a new covered space dedicated to environmentalism as a whole and the story of the farm and food, as well as a live beehive.
- Implementation of new events in Middlesbrough parks including "Nightfall" which encouraged 20,000 visitors to Stewart Park over four days. This was a partnership event with Stellar Projects.
- Developed a new investment prospectus for cultural capital investment outlining plans as for the whole town and heritage sector.
- Successfully secured a £5 million pound bid for developing cultural buildings in the town centre. The bid includes £2.5 million for the Central Library.
- Developed an outdoor Holiday Action Fund programme for young people in Middlesbrough's parks. Parks and Museums work collaboratively to engage young people and encourage them to think of parks as cultural venues and visit with their families.

- Secured funding to host an Eco-festival.
 - Parks investment including £100K for Albert Park capital investment, £45K for Stewart Park from Section 106 Funding, potential investment from the Lawn Tennis Association for resurfacing tennis courts in Albert Park, Holiday Action Funding and Arts Council funding for park events including a circus, fairy tales on ice, party in the park, the MELA and sports activities.
34. There are no additional resources or capacity for the Green Strategy and initiatives are being delivered from within the current Culture and Communities budget. The aim was to embed the ethos of the Green Strategy into everything that the service does.
35. Sustainable Transport
- Middlesbrough Council aims to set the example and provide information and infrastructure to allow businesses and residents, as well as itself, to adopt sustainable behaviours and strategies. To do that, the Council needs to provide credible and affordable alternatives for public transport, in particular for people to navigate around the town, and ensure positive behaviours are instinctive rather than a personal burden or a compromise for individuals or businesses.
36. The Council's Sustainable Transport Action Group is developing and expanding the walking and cycling network to encourage a modal shift for Middlesbrough residents, businesses and workers who commute in and out of Middlesbrough each day. Within the Local Implementation Plan (LIP) the Council has followed Department for Transport (DFT) guidance, and national policy, and flipped the road user hierarchy to ensure that pedestrians and cyclists have priority on the road. Whilst it will be a slow process to embed this aim across Middlesbrough, it will ultimately provide gains across the town.
37. During 2021 new cycle lanes have been installed along Low Lane to ensure new housing developments are connected with existing network and to improve east/west connectivity. The cycle networks are intended to be used by both commuters and families. Not all cycle paths are designed to be the most direct route and this can lead to people cycling on the roads to reach their destination. The Council has a publically available map of all the cycle routes and a new cycle signage strategy is also being developed for the town.
38. A travel planning service, is being introduced which will be embedded in the Planning process. This service will provide information, advice and guidance to residents as to how they can access their neighbourhood and travel networks. Moving house is an opportunity for people to change their travel habits and the Council is keen to seize that opportunity. The Council also works with Housing Developers to secure Section 106 funding for new sustainable travel routes across the town.
39. Working with the Tees Valley Combined Authority (TVCA), the Council is in regular contact with transport operators and providers. Operators are keen to expand their networks and grow their services but plans have been severely impacted by the Covid 19 pandemic. Public transport usage has declined during the past eighteen months and the future of the public transport network is uncertain in terms of what the new normal will become.

40. The TVCA is the Strategic Transport Authority for the Tees Valley area. The five Tees Valley Local Authorities and the TVCA have been working collaboratively with bus operators to establish a Bus Service Improvement Partnership (BSIP). At the time writing this report, draft documentation for the partnership is out to consultation. The Partnership will help re-route services from different parts of the town to provide better coverage. Bus services need to be financially viable since no subsidies are available, as has been the case in previous years. The BSIP will give the Local Authorities more power to work with local operators and encourage the introduction of smart cards, easy payments options, marketing to encourage young people onto buses, and persuade people to leave their cars at home and use public transport. Whilst it is a voluntary partnership, there will be a signed agreement between operators, Local Authorities and the TVCA. The BSIP should be in place by April 2022.
41. The main constraints on the road network are generally experienced at two peak times during the day: coinciding with the school day and work commutes. During school holidays there is a 20% reduction of traffic at those times. If the town can continue to grow with housing and commercial developments, but live with the school holiday level of traffic, traffic congestion will not be an issue. The fact that more people are working from home since the Covid 19 pandemic, should also have a positive impact.
42. Work is also ongoing in respect of the rail network and the various franchises to increase more sustainable transport options at each station.
43. Another key aim is to continue to improve the air quality in Middlesbrough. Monitoring at various junctions in and out of Middlesbrough has shown that there has been improvement in the air quality. One proven measure is to introduce 20 mph speed limits. Low speed vehicles in urban areas naturally improves the air quality. Most residential areas in Middlesbrough have 20 mph speed limits but there are still a couple of areas where they need to be implemented. The Council is collaborating with the TVCA to secure additional funding to put more schemes in.
44. An Infrastructure Plan is currently being developed which will identify the location of new housing developments, pressures on the network, and measures that can be introduced to relieve those pressures. The Infrastructure Plan will highlight the key travel corridors across the town, be colour coded, and easy to understand. The Plan will also include details of how the travel corridors will be funded and where Section 106 funding is be available.
45. As of July 2021, there are approximately 1500 electric vehicles owned by Tees Valley residents. The Tees Valley Combined Authority has £2 million funding available to invest to fund the supply, installation, maintenance and back office system for a network of EVCPs across Tees Valley over a five year period.
46. Early in 2021, a market engagement exercise was undertaken to inform the procurement specification and process for the Tees Valley Combined Authority's Electric Vehicle Charging Infrastructure Project. An open procurement process was undertaken in March 2021 to appoint to a single supplier framework, which was awarded to EB Charging in June 2021. The framework is available for use by all public bodies across Tees Valley for the next five years, giving them the option to avoid carrying out a full procurement exercise if required.

47. A phased approach to Electric Vehicle Charging Point (EVCP) site construction has been adopted as follows:
- Phase 1 – Local Authority controlled sites – such as public car parks. This phase will be implemented over a two year period.
 - Phase 2 –Other public sites - including Further Education, NHS, Network Rail, Highways England - subject to future funding / bidding opportunities.

Over 50% of the sites put forward for Phase 1 have to support surrounding residential areas that do not have access to off-street parking. The development/feasibility work for Phase 2 will run simultaneously with Phase 1.

48. The TVCA worked closely with the five Tees Valley Councils to establish a list of prioritised sites for Phase 1 that are either owned by the local authorities, or the TVCA, as per the procurement specification. In January 2022, installation of EVCPs was approved by the Executive Member for Regeneration in the following Middlesbrough Council operated car parks: Zetland, Captain Cook, France Street, MIMA and Stewart Park. The car parks selected need to be accessible 24/7 and EVCPs will be installed in prominent areas, both to minimise the risk of vandalism and hopefully encourage electric vehicle ownership through their visibility. Phase 1 of the Tees Valley EVCP network should be operational by Summer 2023.
49. The EVCPs are compatible with all electric vehicles with the exception of Tesla vehicles, which can currently only use their own charging points. Users can set up an online account, and pay with a mobile phone or debit card.
50. The TVCA will fund all costs including equipment, installation, maintenance and back office system. The TVCA will retain ownership of the infrastructure and the revenue generated by the network to pay for electricity costs. Any remaining revenue will be re-invested into the network. The energy supplied is 100% renewable.

TERM OF REFERENCE C

To identify and investigate examples of best practice that can be adopted in Middlesbrough.

51. West Bromwich Outdoor Market

Sandwell Council is situated to the west of Birmingham in what is traditionally called the Black Country: comprising Sandwell, Walsall, Dudley and West Bromwich, with a population of approximately 300,000. There are quite high levels of deprivation compared to English averages. The Borough of Sandwell has six towns, with West Bromwich being the main one and it has been designated as a regional centre.

52. The West Bromwich market has been operating since 1984 and was originally set up in the pedestrianised high street and run on demountable stalls. In 2004 the stalls were replaced with permanent steel structures with a tin roof that was very functional and worked well. However, over time a high level of anti-social behaviour occurred within the market area.

53. Planners consider that street markets are a significant contributor to retail diversification and similar to most Councils currently, Sandwell was looking at how to diversify the high street. Street markets are seen as a contributor to that process, especially in Sandwell where many residents have a low income. Markets are used by quite a lot of the population who tend to shop often, and spend small amounts of money, rather than stocking up every two weeks at the larger supermarkets. Irrespective of commercial and regeneration benefits, the market also engenders a social element in town centres that otherwise might not be there.
54. Sandwell Council worked with the Police to find a solution to design out some of anti-social behaviour issues, and also considered how to improve the aesthetics of the market and contribute to environmental improvements. Various 'off the shelf solutions' were considered and one major issue was the roof structure. Demountable roofs or those that can be rolled off are operational problematic and expensive. The prospect of a glass roof on a high street on a market was proposed.
55. The Council approached a leisure operator that provides glass roof structures for amenity buildings. The roofs are solar panels, with filaments within the glass that are photocells which allow the structure to generate electricity. PolySolar is the only company in the UK to sell this unique transparent solar PV glass roof that generates renewable energy from sunlight. They have previously been used for amenity buildings and bus shelters but not for a market. The company worked with the Sandwell conceptually, and the product was procured through the Council's regular procurement process.
56. The final product is a self-supporting structure with a transparent apex roof. LED lighting is installed in the apex of the roof so that the stalls can be used during the evenings as they have their own integral lighting.
57. *"The 50 percent light transmission glass roof canopy generates 20,000 kWh of carbon free electricity annually, while allowing light to flood through to the stalls below. The solar PV glass further reduces the heat gain below, provides a safe and aesthetic environment, while delivering clear free renewable energy that is used locally or fed back to the grid."*²

² [Sandwell Metropolitan Borough Council: Urban greening - West Bromwich outdoor market | Local Government Association](https://www.local.gov.uk/case-studies/sandwell-metropolitan-borough-council-urban-greening-west-bromwich-outdoor-market) <https://www.local.gov.uk/case-studies/sandwell-metropolitan-borough-council-urban-greening-west-bromwich-outdoor-market>



59. Consideration is being given to retro-fitting some battery storage, although this is quite expensive.
60. The project cost was £467,000 which included the installation of 36 market stalls which contribute to wider climate action in Sandwell. Funding for the project came from the Towns Fund.
61. Grey to Green

“Grey to Green is an award-winning scheme bringing colour and sustainability to inner-city Sheffield. It offers a calm refuge in an urban environment and has transformed a tarmacked area into a green public space that encourages cycling and walking. Designed with climate change, wellbeing and economic investment in mind, Grey to Green is helping to lay foundations for a healthy, sustainable future for this part of Sheffield.”³

62. Grey to Green is a strategy rather than a project. Phase One was completed in 2016, Phase 2 is due to complete in 2022 and Phase 3 is in the planning stage.
63. The project area was badly flooded in 2007, it was not connected properly to the rest of the city centre, and there was no reason for people to go into that area. Sites had been dormant for a number of years, including an unoccupied Grade A office block. The riverside was nearby and there were businesses, the Home Office, and some residential flats in the area but little investment interest. Since 2014, the climate emergency has

³ [Grey to Green – Sheffield](https://www.greytogreen.org.uk/) <https://www.greytogreen.org.uk/>

become more prominent and the covid-19 pandemic encouraged people to utilise open and green spaces more. Although the greening of the area is the biggest single success for people, it is in fact an unintended consequence of the Grey to Green strategy as it was originally conceived to provide economic value.

64. The big challenges for the strategy were:

- Flooding and water management generally.
- Infrastructure and Maintenance.
- Connectivity and the wider city.
- Realising the area's economic potential.
- Safe and attractive settings that would draw people, uses and investment.
- Re-establishing the Riverside Business District.

65. The scheme is mainly a highways scheme and the project area was disconnected from the wider city centre. Four of the city's major hotels were on the wrong side of the former ring road as well as the Victoria Quays canal. The one and a half kilometre route coincided with the ring road. Phase 1 cost around £3.5 million, with £1 million contribution from the European Regional Development Fund (ERDF) and the rest from the Sheffield City Region Fund (SCRIF) and the Sheffield Local Sustainable Transport Fund (LSTF). Phase 2 has also been funded from European money but on the basis of environmental benefits such as increased biodiversity, reduction in CO2 and flooding, rather than economic activity.

66. Large scale retrofitted Sustainable Urban Drainage Systems (SuDs) have been implemented to manage surface flooding. Whilst SuDs do not prevent flooding they manage excess water by slowing its journey to the river or sewers. It is the longest retrofit SuDs project in the country.

67. The key concepts of the project are to use limited spaces – mainly a road – to provide multiple uses and functions and a strong sense of place. The role of city centres is changing, becoming more about residential areas and less about shops and retail. The strategy aims to:

- Create a setting for investment.
- Manage rainwater discharge to the river through SuDs.
- Provide opportunities for sustainable transport and connectivity.
- Introduce innovative meadow planting and develop the green linear route theme.
- Reclaim the highways and activate urban spaces that better reflect the surrounding area's opportunities.

68. Traffic modelling was undertaken to prove that the road could be re-purposed and used for cycle lanes and SuDs. As the roads were going to be narrowed and active travel routes created, it was important to make sure areas were connected appropriately. The Council team designed the narrowing of the road and there was work undertaken on the contamination below the tarmac surfaces. The landscape architects did not want to line the SuDs beds as there was a risk of plants dying. It was proved that plants actually cleaned some of the contaminant substances so that cleaner water went into the river and sewers. The Council also drew on evidence from other similar schemes such as High Line Park in New York.

69. The benefits and economic impact to date include:

- Integration of the Riverside Business District into the core of the city centre.
- Creation of a network of high quality public spaces and infrastructure which will establish the area as a distinctive location for new businesses.
- Positive impact on a high number of development sites.
- West Bar – the only quality location in the city for a large scale office development.
- High Speed 2 City Centre Station.
- Phase 1 provides a 0.492km green corridor (overall project 1.2 km).
- Improved signage to the Riverside Business District.

70. The planted areas consist of large number perennials, bulbs and trees are cut once a year at the end of January. A three year maintenance scheme was procured at the start of Phase 1 with the contractor who had done the planting. So if some plants failed they had to be replaced. The types of plants and trees used were carefully selected to be low maintenance. Although the trees are deciduous they do not drop a lot of leaves and do not need to be crowned. Plants grow at different heights throughout the year to a maximum of around one metre at their peak between April and September. The schemes are designed to provide colour and cover all year round. Additional litter bins have been installed and litter picking regimes are in place.

71. Whilst there had been some strong resistance to the scheme initially, these challenges have been overcome and generally people welcomed and enjoyed the new surroundings.

72. Before and After Photos ⁴



⁴ Grey to Green Phase 1 - Sheffield Riverside Business District – Sheffield City Council 2016 – Before & After Photos



CONCLUSIONS

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

74. **TERM OF REFERENCE A**

To examine the Council's proposals to meet Government targets for greenhouse gas emissions, make Middlesbrough more climate resilient, and minimise the environmental impact of services.

Since declaring a climate crisis in 2019, Middlesbrough Council set out a ten year plan to take the lead on environmental issues, become net carbon neutral by 2029 and ensure the town is net carbon neutral by 2029.

The Council's Green Strategy, based on the ten One Planet Living principles, will help the Council achieve its aims, along with Government targets, by taking sustained action on environmental improvements, standards and awareness, community cohesion, culture, wildlife, landscape, travel, materials, consumables, waste and carbon energy.

During the first year of the Green Strategy Action Plan, amongst other achievements, there have been many biodiversity improvements throughout the town, a Big Green

Week of action in September 2021, a carbon audit of the Council's vehicle fleet, and an awareness and education programme introduced to boost recycling rates.

75. **TERM OF REFERENCE B**

To investigate in detail the following elements of Middlesbrough Council's Green Strategy Action Plan:

- **Land Use and Wildlife**
- **Culture and Communities**
- **Sustainable Transport**

All three Action Groups have identified key areas for action and are developing initiatives that contribute to Middlesbrough becoming a greener and more sustainable place to live.

From the evidence presented, it is acknowledged that for the Council to achieve many of its green ambitions, community awareness and engagement must be encouraged and improved. Middlesbrough Council needs to lead by example and ensure that the Green Strategy is embedded in, and promoted by, everything that it does. There are several long-established community groups working hard on environmental issues in the town that could benefit from additional volunteers and publicity.

The introduction of measures such as the Local Implementation Plan (LIP), additional Electric Vehicle Charging Points (EVCPs), Travel Planning Service, Bus Service Improvement Partnership (BSIP) and the Council's new Infrastructure Plan, will aid the move to more sustainable travel around Middlesbrough and the Tees Valley. It was however recognised that there was still more action that needed to be taken in respect of improving public transport and encouraging modal shift and that there were no easy solutions. Similarly it was noted that the technologies associated with electric vehicles were still evolving and the TVCA's Electric Vehicle Charging Infrastructure Project would not necessarily meet the demand for EVCPs within the Tees Valley.

76. **TERM OF REFERENCE C**

To identify and investigate examples of best practice that can be adopted in Middlesbrough.

Sheffield City Council's Grey to Green Strategy and Sandwell Metropolitan Council's West Bromwich Market Outdoor Market project provided the Panel with ideas that could be potentially be adopted in Middlesbrough. As well as the positive environmental impacts of both projects there are also tangible social and economic benefits.

Sheffield's Grey to Green Strategy incorporates many of the key areas for action identified by the Land Use and Wildlife/Sustainable Water Action Group for Middlesbrough's Green Strategy. There are also ideas in both projects that could perhaps contribute to Middlesbrough's town centre regeneration - a topic explored in the Panel's scrutiny review of Middlesbrough Regeneration Post-Covid 19, which was undertaken in 2020/2021. In particular the Panel thought that the introduction of a regular street market could greatly

benefit the town, although further detailed investigation would need to be undertaken as to the viability of this suggestion.

Anecdotally, the outbreak of the Covid-19 Pandemic in the UK in early 2020, has increased the importance of attractive and well maintained outdoor public spaces for some businesses such as cafes, bars, restaurants and markets, as well as for exercise and other leisure activities and entertainment or performance venues.

RECOMMENDATIONS

77. Following the submitted evidence, and based on the conclusions above, the Economic Development, Environment and Infrastructure Scrutiny Panel's recommendations for consideration by the Executive are as follows:
- A) Explore the potential for a permanent structure modelled on the West Bromwich Outdoor Market project that could provide a covered performance area in Captain Cook Square, or stalls for street markets or community events, that would also generate renewable electricity and contribute to Middlesbrough's net carbon neutral targets.
 - B) Middlesbrough Council should liaise with Sheffield City Council regarding their Grey to Green Strategy, ensure that the Council's Sustainable Urban Drainage System (SuDS) Guide identifies appropriate plant species that are attractive, low maintenance, improve biodiversity net gain and provide all season coverage for use in SuDs planting schemes and more generally throughout the town.
 - C) Review and replace signage and information boards as necessary on dedicated cycle routes throughout the Town to help cyclists plan their leisure or commute journeys and use the available network efficiently.
 - D) Produce a map or guide to the cycle network either in paper format, or that could be downloaded onto a digital device from the Council's website or made available from the Middlesbrough's Town Hall, Libraries and/or Community Hubs.
 - E) Through the planning process, encourage Developers to include Electric Vehicle Charging Point (EVCPs) in new houses, housing or commercial developments.
 - F) Middlesbrough Council should continue to press the Tees Valley Combined Authority (TVCA) to seek further funding to at least maintain the current number of bus services, and increase them wherever possible.
 - G) Middlesbrough Council should ask the TVCA to work with Local Authorities to ensure that new bus routes are provided in all new housing developments at the point of delivery, so that greater patronage of services can be encouraged as soon as houses are occupied.
 - H) Introduce a Wash, Squash and Recycle Campaign to reduce the level and volume of contaminated items currently collected from domestic recycling bins, and improve current recycling rates.

- I) Trial a pilot scheme in one or two wards, for sowing more wildflower areas and moving to a monthly grass cutting regime, with more frequent litter picking, and grass cleared from the footpaths immediately after mowing.
- J) Continue to build on initiatives such as the Green Month Takeover and Green Action Days to promote and improve membership of established local volunteer groups and encourage greater participation by Elected Members, Council Employees and Middlesbrough Residents to make Middlesbrough greener.

ACKNOWLEDGEMENTS

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

Simon Blenkinsop, Environment Sustainability Manager, Middlesbrough Council
 Sally Brown, Tees Valley Combined Authority
 Tom Bryant, Head of Transport, Tees Valley Combined Authority
 Paul Clarke, Head of Planning, Middlesbrough Council
 Craig Cowley, Transport and Infrastructure Manager, Middlesbrough Council
 Geoff Field, Director, Environment and Community Services, Middlesbrough Council
 Sam Gilmore, Head of Economic Growth, Middlesbrough Council
 Richard Horniman, Director of Regeneration, Middlesbrough Council
 Lucia Lorente-Arnau, Principal Development Officer, Sheffield City Council
 Charlotte Nicol, Head of Culture, Middlesbrough Council
 Chris Orr, Infrastructure Programme Manager, Middlesbrough Council
 Gerry Ritchie, Markets Manager, Sandwell Metropolitan Borough Council

79. BACKGROUND PAPERS

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

- Middlesbrough Council's Strategic Plan 2021-2024
- Green Strategy – A Greener Future for Middlesbrough
- Grey to Green Sheffield - <https://www.greytogreen.org.uk/>
- Grey to Green Phase 1 - Sheffield Riverside Business District – Sheffield City Council 2016 – Before & After Photos
- Minutes of the meetings of the EDEI Scrutiny Panel held on 8 September, 6 October, 1 December 2021, 12 January 2022, 9 February and 9 March 2022.
- Sandwell Metropolitan Borough Council: Urban greening - West Bromwich outdoor market | Local Government Association <https://www.local.gov.uk/case-studies/sandwell-metropolitan-borough-council-urban-greening-west-bromwich-outdoor-market>

80. ACRONYMS

A-Z listing of common acronyms used in the report:

BSIP – Bus Services Improvement Plan
 DFT – Department for Transport
 EVCP - Electric Vehicle Charging Point

GBIS - Green Blue Infrastructure Strategy
LIP – Local Implementation Plan
SuDS – Sustainable Drainage Systems
TVCA – Tees Valley Combined Authority
V2G – Vehicle to Grid

COUNCILLOR S WALKER
- CHAIR OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE
SCRUTINY PANEL

The membership of the scrutiny panel is as follows:

Economic Development, Environment and Infrastructure Scrutiny Panel 2021-2022
Councillors S Walker (Chair), R Arundale (Vice Chair), D Branson, D Coupe, T Furness,
J Hobson, B Hubbard, T Mawston, M Saunders, M Storey

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**ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL
GREEN STRATEGY – ACTION PLAN**

SCRUTINY RECOMMENDATION	PROPOSED ACTION	POST TITLE	BUDGET COST	TIMESCALE
<p>A) Explore the potential for a permanent structure modelled on the West Bromwich Outdoor Market project that could provide a covered performance area in Captain Cook Square, or stalls for street markets or community events, that would also generate renewable electricity and contribute to Middlesbrough’s net carbon neutral targets.</p>	<p>These stalls would be too limiting or restrictive to performances that would take place in the space. There is a planned programme of events for this area. Businesses and new tenants are encouraged to make use of the existing canopy space in the square.</p>	<p>Head of Economic Growth.</p>	<p>N/A</p>	<p>Complete</p>
<p>B) Middlesbrough Council should liaise with Sheffield City Council regarding their Grey to Green Strategy, ensure that the Council’s Sustainable Urban Drainage System (SuDS) Guide identifies appropriate plant species that are attractive, low maintenance, improve biodiversity net gain and provide all season coverage for use in SuDs planting schemes and more generally throughout the town.</p>	<p>We will make contact with Sheffield City council to discuss their strategy. There is a Tees Valley Technical SUDS plan which is used for reference purposes for new schemes. We actively encourage developers to use SuDS features which incorporate biodiversity such as rain gardens and ponds. This is one of a range of measures that can be used to meet the objectives set out in the Green Blue Infrastructure Strategy. Developers are required to manage for a 1 in a 100 year storm event plus 40% allowance for climate change on site using SuDS features. Such features need to be cost effective and weighed up against the viability of the development in order for them to proceed.</p>	<p>Flood Risk Manager</p>	<p>N/A</p>	<p>By 30th September to respond to Sheffield CC. Each application is assessed as it arises.</p>

C) Review and replace signage and information boards as necessary on dedicated cycle routes throughout the Town to help cyclists plan their leisure or commute journeys and use the available network efficiently.	On-going where resources permit and are always included in new schemes and existing traffic management refresh schemes.	Transport & Infrastructure Manager	N/A	Complete
D) Produce a map or guide to the cycle network either in paper format, or that could be downloaded onto a digital device from the Council's website or made available from the Middlesbrough's Town Hall, Libraries and/or Community Hubs.	This already exists. Electronic version here: https://www.middlesbrough.gov.uk/site/default/files/Middlesbrough_Cycle_map.pdf	Transport & Infrastructure Manager	N/A	Complete
E) Through the planning process, encourage Developers to include Electric Vehicle Charging Point (EVCPs) in new houses, housing or commercial developments.	Through negotiations with developers and applicants officers will encourage the provision of new EVCPs as part of new developments. This will be encouraged on future developments. We will seek to incorporate charging stations as a requirement of a review of the Urban design SPD.	Development Control Manager	N/A	Complete- This is given consideration in all future applications are received.
F) Middlesbrough Council should continue to press the Tees Valley Combined Authority (TVCA) to seek further funding to at least maintain the current number of bus services, and increase them wherever possible.	Work on-going with TVCA as part of the BSIP (Bus Service Improvement Plan).	Transport & Infrastructure Manager	N/A	N/A

<p>G) Middlesbrough Council should ask the TVCA to work with Local Authorities to ensure that new bus routes are provided in all new housing developments at the point of delivery, so that greater patronage of services can be encouraged as soon as houses are occupied.</p>	<p>This is not a TVCA function, this would be actioned by MBC planning and highway development (n.b operators are commercial and often require subsidies for new developments). This is however considered at all developments, and in discussions with bus operators. This continues at appropriate locations.</p>	<p>Transport & Infrastructure Manager</p>	<p>N/A</p>	<p>N/A</p>
<p>H) Introduce a Wash, Squash and Recycle Campaign to reduce the level and volume of contaminated items currently collected from domestic recycling bins, and improve current recycling rates.</p>	<p>This will be incorporated into the wider Waste & Recycling Communications campaign for 2022/23.</p>	<p>Operations Manager Waste & Recycling</p>	<p>N/A</p>	<p>Target date by 31/12/22</p>
<p>I) Trial a pilot scheme in one or two wards, for sowing more wildflower areas and moving to a monthly grass cutting regime, with more frequent litter picking, and grass cleared from the footpaths immediately after mowing.</p>	<p>We have sewn 50,000m2 of wildflower / urban meadow during 2021 & 2022. With regards to trialling a Monthly Grass Cutting regime, additional Litter Picking & hard surface clearance, this will require substantial capital & revenue investment (machinery purchase & staffing costs). Current mowers that Area Care use are not capable of Monthly mowing regimes (due to the length of grass that would require cutting).</p>	<p>Environment Services manager</p>	<p>£20k co-funded with Thirteen Group.</p>	<p>November 2022.</p>
<p>J) Continue to build on initiatives such as the Green Month Takeover and Green Action Days to promote and improve membership of established local volunteer groups and encourage greater participation by Elected Members, Council Employees and</p>	<p>A Communications strategy for the councils Green Strategy highlights such opportunities and we will continue to roll out initiatives such as participation in the UN World Environment Day.</p>	<p>Environmental Sustainability manager</p>	<p>N/A</p>	<p>31st March 2023.</p>

<p>Middlesbrough Residents to make Middlesbrough greener.</p>	<p>We work closely with Middlesbrough's Green Spaces Forum (chaired by TVWT) which supports volunteer participation in our green spaces, where this can be raised to encourage member attendance.</p> <p>Continue to work on Community Ward initiatives will include residents, ward members and other agencies.</p> <p>A new corporate Logo '<i>Middlesbrough Going Greener</i>' has been created.</p>			
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MIDDLESBROUGH COUNCIL	
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Report of:	Executive Member for Regeneration Director of Regeneration and Culture
Submitted to:	Executive
Date:	12 July 2022
Title:	Restoration of the Old Town Hall
Report for:	Decision
Status:	Public
Strategic priority:	Physical environment
Key decision:	No
Why:	Choose an item.
Urgent:	No
Why:	

Executive summary	
<p>This report sets out the approach to the restoration of the Old Town Hall (OTH), seeking approval to submit an Expression of Interest (EoI). This will be additional to Town's Fund allocation, which has been received for the restoration and development of the OTH.</p> <p>The Town's Fund investment will enable an element of restoration, but it will only ensure that the building is structurally safe and water tight. The current condition of disrepair is such that without additional funding from the HLF or alternative sources, the Council will be unable to fully redevelop the asset and bring it back in to use for economic and community benefit.</p> <p>In order to fulfil the objectives of strategic priority (TOC 04) it is imperative that Middlesbrough Council submits an EoI to the HLF to secure funding to fully develop the asset. Without permission to bid for funding, or in the instance of an unsuccessful bid, the OTH will be made structurally sound using the current allocation of Town's Fund money but the building will not be brought back in to an operational use. The longer the building remains without a commercial use the more it is at risk of future deterioration.</p>	

Purpose

1. To seek approval to submit an Expression of Interest (EOI) to the Heritage Lottery Fund to secure funding to support the regeneration of the OTH.

Background and relevant information

2. The Grade II Listed OTH, together with the market place and clock tower was designed by WL Moffat in 1846, and was developed as the centre piece of the new and developing Middlesbrough. It plays a significant role in the story of the heritage of Middlesbrough.
3. The OTH accommodated a Police Station on the ground floor, and a large public meeting hall with gallery on the first floor for the civic and municipal functions of a rapidly growing "Infant Hercules". The Market House, adjoining the OTH, was central to the Market Place with a Meat Market and a Fruit & Vegetable Market building situated either side.
4. Due to the rapid expansion of Middlesbrough as an industrial powerhouse, the Civic functions of the OTH were replaced in 1889 with the opening of the existing Town Hall and Municipal Buildings.
5. Since then the OTH has housed a variety of functions including: Market Hall, Police Station, Library, Community Council function and a Community Centre. The market in St Hilda's ceased in 1959 and the remaining uses ceased in 1999. Since then the building has stood empty.
6. As the OTH has stood empty for over 20 years, its condition has deteriorated with noticeable issues to both the fabric and the structure. Internally there are significant repairs required, it is now in such a state of disrepair that urgent action is required.

Wider Development

7. There is significant redevelopment occurring in the immediate vicinity of the OTH, which is transforming the area:
 - Bohouse North - 40 high quality apartments - complete;
 - Boho 8 - 10,000 sqft of commercial office space - complete and fully let;
 - Captain Cook Pub refurbishment - complete to be marketed for commercial use;
 - Bright Ideas - 61 residential units - due for completion October 22;
 - Boho X - 60,000 sqft office space and public realm - due for completion December 2022;
 - New secondary school - due to be open in September 24;
 - £7.9m Brownfield Housing Fund awarded to deliver the infrastructure for over 500 further residential units - infrastructure works have commenced;
 - Opportunity for over 300,000 sqft of additional office space to support the rapidly expanding Digital sector.
8. The OTH sits at the highest point within the site and should be the focal point of the new community, however in its current condition it presents a detrimental impact upon the overall aesthetic of the area.

Current Proposal

9. Acknowledging the OTH's prominence and urgent need for action, The Town's Fund Board have approved a sum of £1.3m to complete structural repairs to this historic

building, preventing its irrecoverable loss and ensuring that the building is safeguarded for future generations.

10. Initial surveys and indicative building designs indicate that a greater sum of money will be required to bring the building back into a full operational use.
11. It is proposed that Middlesbrough Council submit an EOI for £2.5m, and if successful full stage 1 and stage 2 applications, to the HLF to secure sufficient funding to bring the OTH back to an operational use.
12. In the event of a successful EOI full stage 1 and 2 applications would be made and a report brought back to Executive for approval of any grant offer made by the HLF.
13. Failure to secure additional funding would mean that the available Towns Fund budget would be used in its entirety to facilitate the structural repairs needed and cease further deterioration. Without additional funding from the HLF there would be the requirement for significant additional investment to bring the building back in to an operational use, inhibiting the potential uses or companies/organisations occupying space within the building.
14. The Council will make the building structurally sound through Town's Fund investment, but if the building remains empty for a long period of time it could potentially become a maintenance liability to the Council or be at risk of falling back in to disrepair.
15. It is proposed that repair works, using Towns Fund money, do not commence until the outcome of an EOI to the HLF is known.
16. The HLF require a sum of match funding to support any application. A successful funding bid, supported by match funding allocated from the Towns Fund, would ensure that the structural integrity of the OTH is secured and the building is brought back into use.
17. In the event of an unsuccessful EOI the Council will progress in earnest with the structural and remediation works identified within the original Town's Fund allocation.

Potential Future Development

18. There is currently real momentum within the creative and digital sectors in Middlesbrough. The Cultural Partnership is a collective of arts, heritage and cultural organisation with a mission to make Middlesbrough the most creative town in the UK and has recently been successful in obtaining over £4m from the Arts Council to develop the sector in Middlesbrough.
19. The creative sector is expanding with new arts and creative organisations setting up in Middlesbrough providing workspace and studios attracting artists from all over the country, supporting the growth of the sector, which adds real value to the place making of a town.
20. To allow the sector to develop further, there is demand and a real need for further space to allow artists and cultural and heritage organisations to create, showcase and sell their work, as well as to provide opportunities for people to engage in creativity and heritage and develop their own skills.
21. The digital sector is also rapidly expanding, Boho 1 and Boho 5 are currently fully let and through the development of Boho 8 and Boho X an additional 70,000 sqft has been

provided to assist in meeting this demand for expanding companies. The success of 16-20 Albert Road has also assisted in allowing digital companies to expand.

22. To allow the sector to continue to grow and flourish a successful pipeline must be supported. There has been a growth in start-up companies from Teesside University and their Launch Pad building is at capacity meaning there is a requirement for further start up/incubation space within the sector.
23. It is proposed that the OTH be redeveloped to support the creative and digital sectors through providing incubation and workshop space to allow both start-ups and existing organisations and individuals to develop their business and creative practice in a supportive environment with the right facilities.
24. This would see the renovation of the main building into flexible spaces with associated facilities that could be utilised by creative and digital companies and foster collaboration and networking to allow development and growth. The Clock Tower would be restored and repaired to full working order and the 1970's extension be demolished and replaced with a modern fit for purpose extension that would replicate the original footprint of the market hall. The extension would provide additional space that could be utilised for creative companies to use as workshops and potentially exhibit/sell their work to the public with cafe facilities providing an offer that transcends the day and night time economy. The development would bring approximately 7,000 sqft of additional space.
25. There would be further opportunities for creative businesses to animate the space through the delivery of events and workshops, as well as reintroducing small scale outdoor markets to the area as part of the works to the public realm, which would provide additional animation to the space and provide further opportunities for community engagement.
26. With additional funding from the HLF this heritage asset would not only be made structurally sound but present viable economic and employment opportunities as well as engagement for visitors. Bringing the OTH back to life will further support the physical and cultural regeneration of the area.
27. An indicative building layout and high level costs have been produced. Prior to submitting an EOI it is proposed that a proportion of Town's Fund be used to develop the feasibility further and develop a business case.
28. Should the EOI be successful the HLF will fund a high proportion of the costs to develop the design of the OTH to facilitate the proposed use.
29. Should the EOI be unsuccessful the Council will progress with the structural and remediation works identified within the original Town's Fund allocation, ensuring the building is structurally sound.
30. The OTH is located within the Central Ward and Councillors have been notified of the intent to request permission to submit and EOI, to further bolster the investment that the Town's Fund presents.

What decision(s) are being recommended?

That the Executive:

- Approves the submission of an Expression of Interest to the HLF to support the restoration and redevelopment of the Old Town Hall.

Rationale for the recommended decision(s)

31. The needs of the OTH and the desire to bring the building back into use outstrip the funding available from the Towns Fund.
32. Uniquely the Towns Fund sum provides Middlesbrough Council with the availability of a significant match funding contribution, as required by the HLF. Should the opportunity to utilise this match funding now be missed then further development work required to bring the OTH back in to use in line with the strategic priority (TOC 04) would need to be sought from the capital pot.
33. As paragraph 16, should the EOI be unsuccessful the Council will progress at once with works to ensure the building is structurally sound, utilising the available Towns Fund budget.

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

34. Option 1 - Do nothing – the OTH's condition will continue to deteriorate and place the buildings future at risk, this would be detrimental to the wider development ambitions of the Boho/Middlehaven area.
35. Option 2 – Progress immediately with the structural and remedial works identified as part of the Towns Fund allocation. This will safeguard the building and ensure it is structurally safe. The building could then be marketed to potential tenants, however, the works will not be sufficient to bring the building back in to an operational use and there would be the requirement for a significant capital investment from any potential tenant.

Impact(s) of the recommended decision(s)

Legal

36. Submission of an EOI to the HLF does not present any known legal implications to Middlesbrough Council.

Strategic priorities and risks

37. The restoration of the OTH is a strategic priority (TOC 04), with the need to secure HLF monies a key objective.
38. Failure to seek additional funding from the HLF would present an ongoing financial and reputational risk to the Council and result in a lack of income generating activity and wider economic benefit.

Human Rights, Equality and Data Protection

39. There will be no detrimental impact upon human rights, equality and data protection, any redevelopment will ensure that it is inclusive to all groups.

Financial

40. Submission of an EOI to the HLF would present no financial risk to the Council.
41. A report would be brought to Executive for approval with project design and acceptance of any award of funding, with any ongoing revenue implications fully detailed.
42. Without approval to submit an EOI or receipt of monies from a successful bid to the HLF the Town's Fund will only be able to cover the cost of the remedial works. However, the

asset would not be fit for use and the asset would remain an ongoing liability, at risk of further disrepair or vandalism.

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

Action	Responsible Officer	Deadline
Expression of Interest to be submitted to the HLF	Claire Bell	Sept 22
If successful, develop and submit Stage 1 application to HLF	Claire Bell	May 23
If successful, develop and submit Stage 2 application to HLF	Claire Bell	Dec 23
Report to Executive to update on the design and use of the OTH and seek approval to accept the funding	Claire Bell	Feb 24

Background papers

Body	Report title	Date
Executive	Towns Fund and Future High Streets Fund	27 th May 2021

Contact: Michael Canavan – Capital Projects Team Manager
Email: michael.canavan@middlesbrough.gov.uk

MIDDLESBROUGH COUNCIL	
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Report of:	Executive Member for Regeneration Executive Member for Finance and Governance Director of Regeneration and Culture Director of Finance
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Submitted to:	Executive
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Date:	12 July 2022
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Title:	Strategic Housing Site Disposals - Part A
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Report for:	Decision
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Status:	Public
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Strategic priority:	Physical environment
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Key decision:	Yes
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Why:	Decision(s) will incur expenditure or savings above £150,000 and have a significant impact in two or more wards
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Urgent:	No
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Why:	
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Executive summary

The report is about the disposal of sites in South Middlesbrough, which are allocated in the Housing Local Plan (2014), in accordance with the Council's Asset Disposal Process, and to inform Executive of the next steps to take these sites to market.

The development of the identified sites will bring surplus, vacant and underutilised Council held assets into far more beneficial use in the future – creating new communities and high quality places.

The disposal of the subject parcels of land is recommended in order to meet the Council's requirements to generate capital receipts, increase annually recurring revenue streams and, as the value of the individual sites exceeds £150,000, is a key decision.

There are significant implications of any options that involve the Council not disposing of these sites for housing development. The overall integrity of the 2014 Local Plan depends

upon the land supply identified within it being made available, and the Council would be open to significant challenge from the housebuilding industry if it were seen to constrain land supply.

The implications of the recommendations of Part B of this report have been considered by the appropriate officers of the Council and are set out in the main body of this report.

Purpose

1. To seek Executive approval for the disposal of sites in South Middlesbrough, which are allocated in the Housing Local Plan (2014), in accordance with the Council's Asset Disposal Process, and to inform Executive of the next steps to take these sites to market.

Background and relevant information

2. Middlesbrough's population has grown in recent years, as the number of new developments has increased and the wider housing offer has started to improve. Despite Middlesbrough's modest growth the housing offer in the town lacks key types of products that would allow the area to keep pace with national demographic trends.
3. There is strong continued demand for new homes in Middlesbrough and as such the town requires a significant supply of new housing development over the next decade.
4. The Elected Mayor of Middlesbrough has a stated ambition to attract an additional four thousand people to live in the town centre in order to boost businesses and increase vibrancy. The Urban Living programme will fulfil the needs of more aspirational (predominantly young) people, who prefer to live near to their place of work, cultural and leisure opportunities, bars, restaurants and transport hubs, but it must be part of a balanced housing offer across the town.
5. Many residents aspire to own a new home for a variety of lifestyle reasons, including the post pandemic desire for more spacious properties. This puts pressure on Middlesbrough's housing markets and consequently, new developments are required to satisfy the demands of an increasingly aspirational population.
6. The development of new housing is a key component of the Council being able to set a sustainable budget, as the capital receipts from housing sites, along with the subsequent Council Tax are the key components of the Medium Term Financial Plan. For this reason, any proposed housing site disposal would ensure that house builders were unable to "land bank" sites.
7. Ensuring that the right mix of housing is developed and delivered at the most appropriate time is vital to continuing the levels of service delivery required by residents across the town, whilst also achieving balance in the market to create neighbourhoods that will provide valued homes for future generations in the town.

Bringing Allocated Sites Forward for Sale and Development

8. The approach to developing future housing in Middlesbrough is based on the following objectives:

- a) providing quality homes that improve living standards;
 - b) providing homes that meet local need, based on thorough community engagement;
 - c) continuing modest population growth to support the wider aspirations of the Town;
9. When selling land to facilitate housing development there are a number of objectives the Council needs to balance. These include:
- a) securing genuine placemaking, in line with community aspirations;
 - b) achieving quality and maximising the potential for green spaces and environmental sustainability;
 - c) minimising the impact on the town's infrastructure;
 - d) ensuring house builders can't "land bank" sites;
 - e) delivering housing units quickly;
 - f) maximising the capital receipt achieved; and,
 - g) maximising Council Tax.
10. Depending upon the site and the circumstances, the balance may shift more towards one particular objective or approach, but all would remain relevant to each disposal decision.
11. The Council's approach to housing site disposals is based on maximising capital receipts through 'de-risking' sites by:
- a) undertaking Public Open Space and Land Appropriation process;
 - b) undertaking ongoing community engagement / consultations;
 - c) undertaking site investigation works to assess ground conditions;
 - d) developing design guidance or masterplans to control the end product;
 - e) applying for outline planning permission to establish key principles; and,
 - f) marketing the site competitively.
12. Sites are brought to the market in a way that balances market capacity and demand, secures best value capital receipts, ensures quality place making and balances construction and infrastructure requirements. Sites are normally disposed of via an open market sale using a formal tender process, however a small number of alternative disposal options occasionally present as more lucrative approaches due to the size and nature of a particular site.
13. If the recommendations of Part B of this report are approved, the sites will be marketed and further reports will be presented to Executive seeking approval for a sale to a preferred developer.

Community Engagement

14. Developments in the south of the town are necessary to meet the towns housing needs. However, the development of sites in this area can be very sensitive, and need to be brought forward with a programme of thorough community engagement.
15. The sites allocated within the approved 2014 Local Plan will be brought forward in a way which involves major opportunities for residents to be actively engaged in the future design of sites at an early stage and also ensuring a greater emphasis can be put on

place making and delivering quality schemes. This will include engagement with local representative organisations, parish councils, and interest groups such as the Middlesbrough Alternative Planning Partnership.

16. Extensive community involvement will also be a feature of the process to develop the next iteration of the Local Plan.

South Middlesbrough – Allocated Housing Sites

17. The 2014 Housing Local Plan allocated three Council owned greenfield sites for development in the south of the town of a size and quality to sufficiently address the identified gaps at the upper end of the housing market and meet buyer aspirations. Site plans are attached as Appendix 1

Hemlington North (1.7 acre allocated site – 25 to 30 units)

18. Located at the junction of Stainton Way and the B1365 on the fringes of urban Middlesbrough, the site totals approximately 0.7 hectares in size and is predominantly laid to grass.
19. The site constitutes the north eastern most tip of the wider, Hemlington Grange site, which is identified in the Middlesbrough Housing Local Plan (November 2014) as a strategic urban extension.
20. Hemlington North is considered appropriate for approximately 25 to 30 affordable residential dwellings with vehicular access to the site to be provided from Hemlington Village Road.
21. Hemlington North was initially earmarked for development by the Council's Housing Company, MHome (now Middlesbrough Development Company) but, following MDC's change in direction (to facilitate Urban Living), it is proposed that the site will be marketed.
22. In preparation for the proposed disposal to MHome, site investigations were undertaken and design guidance has been produced and consulted upon.

Next Steps

23. If the Executive approves the recommendations of Part B of this report, disposal of public open space and land appropriation processes will be undertaken, prior to the site being marketed for sale.
24. An Asset Disposal Business Case is appended to Part B of this report.

Hemlington Grange South (17.6 acre allocated site – Circa 150 units)

25. The 7.05 ha site is located towards the southern fringe of Middlesbrough and is considered appropriate for 130 to 150 dwellings. The site constitutes the south eastern most section of the wider Hemlington Grange site, which is allocated in the adopted Middlesbrough Housing Local Plan (November 2014) as a strategic urban extension comprising 1,230 dwellings and 8 ha of employment land. To date detailed planning permission has been granted for 981 dwellings of which over 400 have been built.

26. Vehicle access shall be solely through the Hemlington Grange site to the north, which has already been constructed to the site boundary. No vehicular access will be permitted from the B1365.

27. Housing Local Plan Policy H23 requires that the site should be developed for three and four bedroom detached and semi-detached houses and Design Guidance has been consulted upon and adopted.

Next Steps

28. If the Executive approves the recommendations of Part B of this report, site investigations will be undertaken, Public Open Space and Land Appropriation processes will be commenced and outline planning permission will be sought before carrying out an open market disposal process.

29. An Asset Disposal Business Case is appended to Part B of this report.

Newham Hall (175 acre allocated site – at least 1,000 units)

30. Located at the southern edge of suburban Middlesbrough off the B165 between Hemlington and Stokesley the 71 hectare site is the Authority's most strategically significant housing site with a capacity for at least 1,000 dwellings. It is anticipated that this site will attract significant interest from a number of national and regional house builders.

31. The land was farmed under an agricultural tenancy, which was terminated by Middlesbrough Council April 2018. Lettings of the land continue under a Farm Based Tenancy, which has a short termination process and does not subject Middlesbrough Council to any further compensation claims.

32. The development of this site will significantly contribute towards the delivery of the MTFP and will improve Middlesbrough's overall housing offer; ensuring there is sufficient supply of high quality housing which will prevent out migration, meet housing need and support Middlesbrough's overall economic growth.

33. For a site of this size, which is expected will be delivered over the next 10 to 15 years, a masterplan and design code will be developed, in consultation with the community, to establish the principles of design and parameters of place making.

34. The vision for this site is that of a development largely comprised of 3 and 4 bed family housing in a high quality landscaped setting, taking advantage of the numerous woodlands within and on the edge of the site. This will be complemented by a primary school and community open space, creating a new, high quality neighbourhood with an enhanced education offer in the Coulby Newham ward.

35. Marton West Beck will form a green asset that is part of a network of green recreational and wildlife corridors linking into the wider network connecting into the town centre. The residential area will also benefit from an internal network of green infrastructure links combining footpaths and cycleways in a landscaped setting connecting neighbourhoods within the development.

36. Despite its size, and the presence of competing sites, professional advice indicates that there is room in the market for the site to be brought forward at this time. A site of this

scale will have a two to three year lead in for delivery, which provides a buffer to allow any negative shifts in the housing market caused by macroeconomic factors to be absorbed.

37. For a large, strategic site of this nature it is appropriate to engage specialist advice from a consultant with experience of bringing forward multi-phased residential sites. The initial part of the commission will be to build upon an initial option appraisal undertaken by Knight Frank, which will ensure that the Council will maximise the capital receipt from the sale of the site, and deliver a disposal programme that is well paced and market facing.
38. The disposal and marketing strategy will require consideration of a number of technical and professional components and will therefore be developed as this information is collated during the outline planning process rather than expressed prior. The proposed disposal route will consider delivery constraints, need, cost and delivery mechanism for primary infrastructure works, responses to soft marketing testing, a profile of the likely quantum and timing of developer contributions and an understanding of the high level site wide viability.
39. The marketing and disposal strategy will cover internal client related matters concerning procurement, subsidy control and best value, together with legal matters associated with contractual structures that protect the Council's interest. The document will set out the strategy for avoiding price "chipping", minimising the conditionality of bids and driving the timescale for delivery. It will cover the evaluation of bids and how to use that process to deliver the Council's objectives. Critically the marketing and disposal strategy will propose an evidence-based approach to the phasing based on the findings from all of the related work streams as outlined here.

Next Steps

40. If the Executive approves the recommendations of Part B of this report, Public Open Space and Land Appropriation processes will be progressed, site investigations will commence, a masterplan will be developed in consultation with the community, and the preferred route for disposal will be determined.
41. The recommendations of Part B of this report will seek approval for delegated authority to be granted for the Directors of Regeneration and Finance to agree the preferred route for disposal following consultation with the respective Executive Members.
42. An Asset Disposal Business Case is appended to Part B of this report.

What decision(s) are being recommended?

43. The following is asked of 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)

44. The development of the identified sites will bring surplus, vacant and underutilised Council held assets into far more beneficial use in the future – creating new communities and high quality places.
45. The three Council owned sites are critical to the supply of land for housing development and are in turn critical for supporting economic growth in the town and the delivery of Council services.
46. The disposal of the subject parcels of land is recommended in order to meet the Council's requirements to generate capital receipts, increase annually recurring revenue streams.
47. With interest in Middlesbrough's sites strong, and a buoyant property market nationally, it is timely to bring these three sites forward for development, to ensure that the maximum capital receipt is achieved and that the Council's MTFP is delivered.
48. Middlesbrough's housing offer needs to keep pace with the demands of the market. The release and development of these sites will allow that to be achieved; stemming outward migration and making Middlesbrough a desirable place to live, with a quantity of residential properties that will address the requirements of a changing, growing and evolving population.
49. Furthermore, these sites are allocated in the 2014 Local Plan and must be brought to market to avoid the Plan being compromised, and potentially challenged by developers if the Council are seen as constraining the overall land supply.

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

50. The recommendations of Part B of this report seek Executive approval for the disposal of sites in South Middlesbrough, which are allocated in the Housing Local Plan (2014). There are significant implications of any potential decisions that would result in the Council not disposing of these sites for housing development. The overall integrity of the Local Plan depends upon the land supply identified within it being made available, and the Council would be open to significant challenge from the housebuilding industry if it were seen to constrain land supply.
51. The Council's approach to housing site disposals is based on maximising capital receipts by 'de-risking' sites by undertaking site investigation works, producing design guidance or masterplans, gaining outline planning approval and competitively marketing sites. The Council could elect not to 'de-risk' the sites prior to marketing, but it would result in a reduced capital receipt.
52. The proposed disposals identified above represent the most advantageous route for that site, based on the information currently available.

Impact(s) of the recommended decision(s)

Legal

53. The Council will follow the relevant legal processes when disposing of sites, the nature of which will depend on the presence of any existing designations (such as allotments or public open space).

54. The process of disposing of sites requires significant input from Legal Services and Procurement, as the process is inherently contractual in nature and the Council needs to achieve Best Consideration in respect of any asset disposal.
55. The disposal process has various steps within it that tie in with Council governance processes (such as the use of Asset Disposal Business Cases), and these will be observed accordingly.

Strategic priorities and risks

56. The recommended decisions of Part B of this report are consistent with the strategic priority for the Physical Environment to work closely with local communities to protect our green spaces and make sure that our roads, streets and open spaces are well-designed, clean and safe.
57. The following high level risks identified in the Strategic and Directorate Risk Registers, will be reduced as a consequence of the market intervention enabled by the recommended decisions of Part B:
- a) 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.
 - b) O1-045 – If the Housing Programme does not meet the projected targets then this can have a negative impact on the assumptions within the MTFP.
 - c) O8-059 - If incorrect assumptions are made in the MTFP this will result in a funding gap requiring further savings to be made.
 - d) O1-029 - Insufficient Council Tax Band D+ properties are built to enable Middlesbrough to retain its economically active population resulting in further population decline and impact upon the MTFP.
58. The buoyancy of the overall housing market will always present an effect on the receipts achieved, and the timing of future Council Tax income coming on stream. The balance between the need to maximise value and secure receipts while market conditions remain good forms a key part of the decision around the nature and timing of these disposals, and are a key factor in reducing the overall risk to the Council's financial management.

Nutrient Neutrality

59. In March 2022, Natural England issued the Council with advice regarding development proposals with the potential to affect water quality resulting in adverse nutrient impacts on habitats sites. In accordance with the advice, which applies to all residential schemes of one dwelling or more, the Council's planning Service has placed a moratorium on planning decisions on all schemes within this scope, until the issues and required mitigation are better understood.
60. The timescales given in this report for the submission and approval of outline and full planning applications are subject to adequate and appropriate mitigation measures being established to enable the moratorium on planning decisions to be lifted.

Human Rights, Equality and Data Protection

61. The Impact Assessment, attached as Appendix 2, has concluded that the decisions recommended in Part B of this report would not have any disproportionately negative impacts on protected groups.

62. The proposed decisions do not involve the collation and use of personal data.

Financial

63. The sale of land for housing has a number of financial implications for the Council.

64. There will be costs incurred in the process of de-risking and marketing sites. As detailed previously, the investment in de-risking the sites seeks to maximise the capital receipt gained. These costs will be met from the approved Housing Growth Programme and De-risking Sites budgets, Should significant capital investment be required, for instance for the up-front provision of infrastructure, which exceeds the approved budgets, further Executive approval will be sought.

65. Capital receipts secured from the sale of housing sites are used to fund the Council's Capital Programme and the critical investments within it. These investments include 'business as usual' activity from periodic purchases through to investments in economic growth initiatives. The timing of the capital receipts secured is critical to the timing of the Council's proposed capital investments.

66. On the 13th April 2021, Executive approved an amendment to the Asset Disposal Policy to enable local communities to benefit from a Community Levy, when a Council owned asset is disposed within their locality above market value. In the event that an asset achieves a price in excess of the projected market value, 3% of the capital receipt will be made available for local community use for the ward in which the asset is located.

67. In addition to any deduction for Community Benefit, further capital deductions will also need to be made from the capital receipt of each site in lieu of S106 contributions due to the Council's position as landowner. Estimates of the sums applicable to each site are given in Part B of this report.

68. The Council's Medium Term Financial Plan is dependent upon the income achieved through the growth in Council Tax, secured from each housing site. This income funds a significant proportion of the Council's revenue spending, and the recent growth in housing numbers across the town has ultimately enabled key services to be protected. Further housing growth would continue to protect key services through a time of rising inflation. The anticipated unit numbers from each site have been factored into the housing trajectory projections.

69. The Council may also receive New Homes Bonus payments depending on the outcome of a consultation on the future of the bonus, from 2022/23 onwards, which considers options for reforming the programme to provide an incentive which is more focused and targeted on ambitious housing delivery.

70. Disposal of the land removes the Council's liability for future holding costs in relation to the responsibility for, and maintenance whilst it remains unutilised.

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

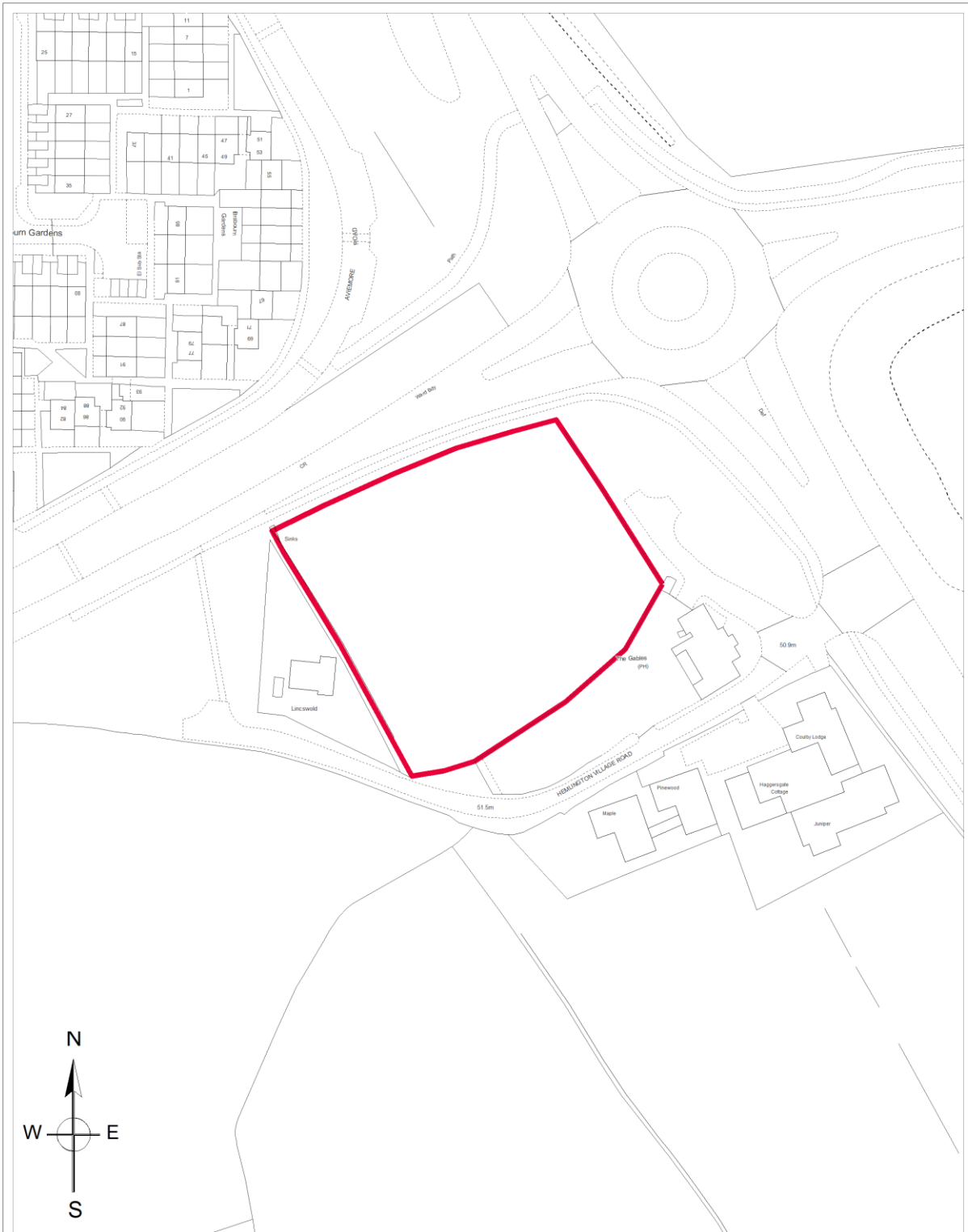
Action	Responsible Officer	Deadline
<u>Hemlington North</u>		
Market site	Project Manager	October 2022
Executive approval for Preferred Developer	Project Manager	February 2023
Full planning approval	Project Manager	June 2023
Legal completion	Legal	July 2023
First housing completions	Project Manager	July 2024
<u>Hemlington Grange South</u>		
Submit outline planning application	Project Manager	October 2022
Outline planning approval	Planning Committee	February 2023
Market site	Project Manager	February 2023
Executive approval for Preferred Developer	Project Manager	August 2023
Full planning approval	Project Manager	March 2024
Legal completion	Legal	March 2024
First housing completions	Project Manager	March 2025
<u>Newham Hall</u>		
Submit outline planning application	Project Manager	December 2022
Outline planning approval	Planning Committee	March 2023
Market site	Project Manager	April 2023
Executive approval for Preferred Developer	Project Manager	September 2023
Full planning approval	Project Manager	March 2024
Legal completion	Legal	April 2024
First housing completions	Project Manager	April 2025

Appendices

1	Site Plans
2	Impact Assessment

Background papers


Body	Report title	Date
None		



Hemlington Grange - Affordable Site	
<i>Head of Service</i> Paul Clarke	<i>Ref:</i>
<i>Service Area:</i> Planning	<i>Scale:</i> 1:1000@A3
<i>Created by:</i> John Manders	<i>Date:</i> 21st February 2018

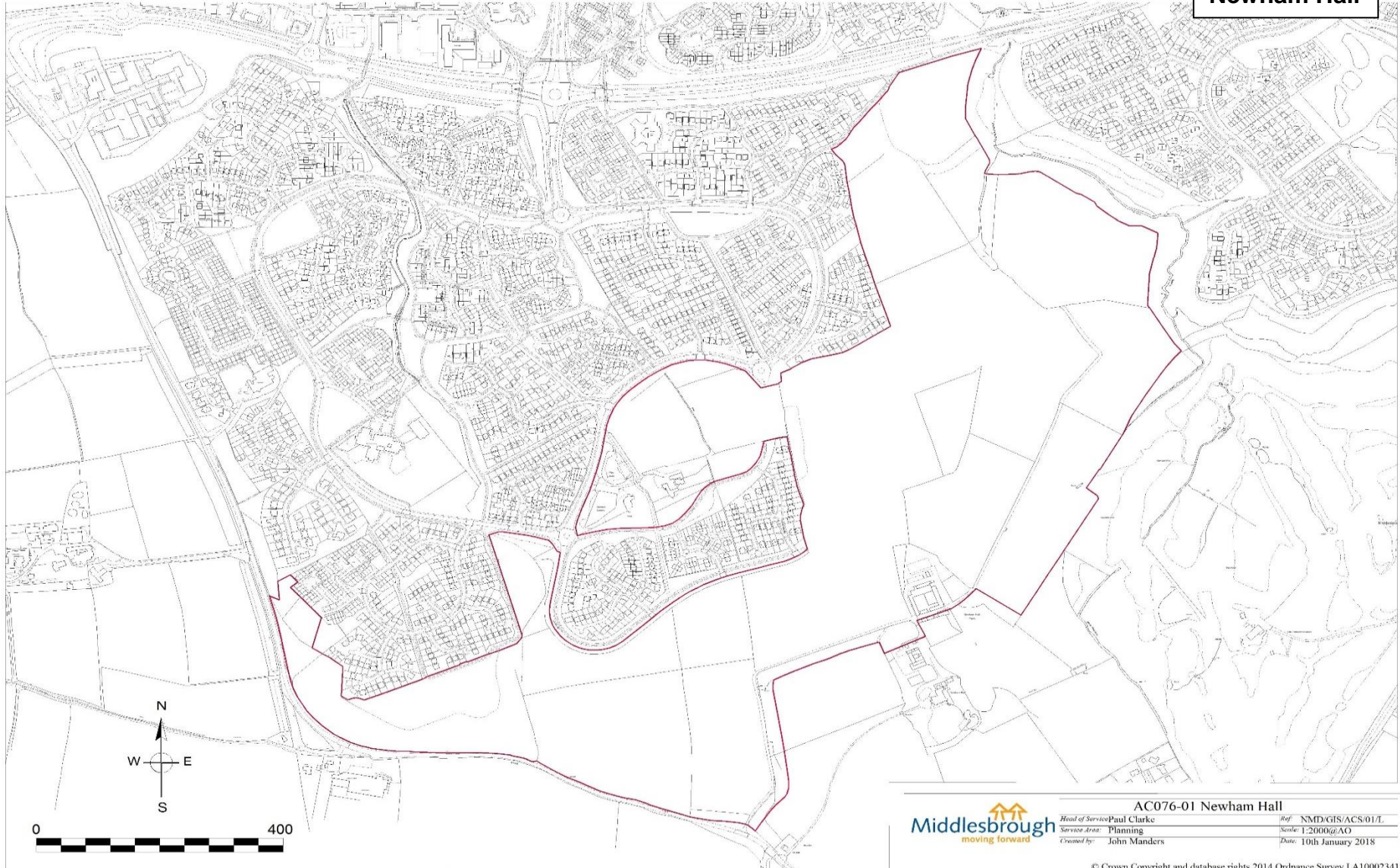
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	Hemlington Grange South - Redline Plan	
	Head of Service: Richard Horniman	Ref: PB1
	Service Area: Regeneration	Scale: 1:2500 @ A3
	Created by: Peter Brewer	Date: 4th December 2019

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Newham Hall



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Subject of assessment:	Strategic Housing Site Disposals			
Coverage:	Site-specific			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input checked="" type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p>Key aims, objectives and activities To assess the impact of the proposal to dispose of Council land for residential development.</p> <p>Disposal of the assets are required to assist the Council in meeting its MTFP projections, reducing financial risk and uncertainty, and aligns with the Local Plan (2014). Controlled sale of the parcels will ensure that development is delivered across the town in line with market demand.</p> <p>Statutory drivers The Local Government Act 1972 Section 123, as amended by the Local Government Planning and Land Act 1980 Section 118 Schedule 23 Part V.</p> <p>Differences from any previous approach Not applicable.</p> <p>Key stakeholders and intended beneficiaries (internal and external as appropriate) The Council, developers and the local community.</p> <p>Intended outcomes The proposed disposals would allow the Council to secure capital receipts, generate Council Tax, redevelop underutilised land and meet its obligations under the Local Plan (2014).</p>			
Live date:	July 2022			
Lifespan:	Until the site is developed or the site allocation in the Housing Local Plan is removed/changed.			
Date of next review:	Not applicable			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation? *	☒	☐	☐	It is considered that the disposal of the subject parcels of land will not impact negatively on individual human rights as the proposal represents a significant and positive enhancement for the local and wider areas, which outweighs the loss of the parcel of land.
Equality Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups? *	☒	☐	☐	<p>The Council has a duty to consider the impact of the proposed decision on relevant protected characteristics, to ensure it has due regard to the public sector equality duty. Therefore, in the process of taking decisions, the duty requires the Council to have due regard to the need to:</p> <ul style="list-style-type: none"> (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>It is considered that the proposal to facilitate the development of housing will not have a disproportionate adverse impact on a group, or individuals, because they hold a protected characteristic. Evidence used to inform this assessment includes engagement to date with relevant Council departmental teams.</p>
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town? *	☒	☐	☐	It is not considered that there will be any adverse impact on community cohesion or negative impact on relationships between different groups, communities of interest or neighbourhoods within the town.

* 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
	No	Yes	Uncertain	
<p>Sustainable Community Strategy objectives Could the decision impact negatively on the achievement of the vision for Middlesbrough? Does the decision impact on statutory duties associated with these key objectives? *</p>	☒	☐	☐	<p>The parcels of land are already allocated for residential use in the Council's adopted Housing Local Plan, which underwent several rounds of public consultation – in full accordance with the Middlesbrough SCI – and a stringent Public Examination by an Independent Planning Inspector, who declared the Plan sound. As such, the principle of residential development in these locations has already been established as being suitable.</p> <p>The existing or pending development guidance and masterplans are intended to ensure satisfactory development for residential purposes. Consultation on the development guidance and masterplan documents will be undertaken in full accordance with the Council's adopted Statement of Community Involvement (SCI).</p> <p>In light of the above, it is not considered that there will be any negative impact on the Council's sustainable community strategy objectives.</p>
<p>Organisational management / transformation Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its transformation programme? *</p>	☒	☐	☐	<p>Disposal of these parcels of land would generate Capital Receipt and Council Tax, supporting the Council's Medium Term Financial Plan.</p> <p>In light of the above, it is not considered that there will be any negative impact on the organisational management or the transformation of the Council's services set out in its transformation programme.</p>
<p>Next steps:</p> <p>➡ If the answer to all of the above screening questions is No then the process is completed.</p> <p>➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</p>				

Assessment completed by:	Claire Bell	Head of Service:	Steve Fletcher
Date:	26.05.22	Date:	26.05.22

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