

## EXECUTIVE

<b>Date:</b> Wednesday 22nd May, 2024
<b>Time:</b> 1.30 pm
<b>Venue:</b> Mandela Room

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes - Executive - 1 May 2024 3 - 8

### EXECUTIVE MEMBER FOR FINANCE AND GOVERNANCE

4. 2025/26 Budget and MTFP Approach and Timetable 9 - 18
5. Cultural Transformation of the Council 19 - 42

### EXECUTIVE MEMBER FOR REGENERATION

6. Developing a New Nunthorpe Community Facility 43 - 62
7. Exclusion of 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.

8. Sale of TeesAmp 63 - 80
9. Any other urgent items which in the opinion of the Chair, may be considered.

Charlotte Benjamin  
Director of Legal and Governance Services

Town Hall  
Middlesbrough  
Tuesday 14 May 2024

### MEMBERSHIP

Mayor C Cooke (Chair), Councillors P Gavigan, T Furness, P Storey, J Thompson, Z Uddin and N Walker

### **Assistance in accessing information**

**Should you have any queries on accessing the Agenda and associated information please contact Scott Bonner / Chris Lunn, 01642 729708 / 01642 729742, [scott\\_bonner@middlesbrough.gov.uk](mailto:scott_bonner@middlesbrough.gov.uk) / [chris\\_lunn@middlesbrough.gov.uk](mailto:chris_lunn@middlesbrough.gov.uk)**

**EXECUTIVE**

A meeting of the Executive was held on Wednesday 1 May 2024.

**PRESENT:** Mayor C Cooke (Chair), Councillors P Gavigan, T Furness and N Walker

**OFFICERS:** K Bargewell, C Benjamin, S Bonner, G Field, A. Glover, C Heaphy, R Horniman, A Humble, A Mace, M Nath and E Scollay

**APOLOGIES FOR ABSENCE:** Councillors P Storey, J Thompson and Z Uddin

23/103 **DECLARATIONS OF INTEREST**

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

23/104 **MINUTES - EXECUTIVE - 10 APRIL 2024**

The minutes of the Executive meeting held on 10 April 2024 submitted and approved as a correct record.

23/105 **GARDEN WASTE SUBSCRIPTION SERVICE - ADDITIONAL BIN PURCHASE**

The Director of Environment and Community Services submitted a report for Executive consideration. The report sought approval for the purchase of an additional 12,000 bins to respond to the increased demand for the garden waste subscription service. The virement of capital resource from the Traffic Signals scheme would fund the purchase and delivery of the additional bins, and the report sought delegated authority for the Director of Environment and Community Services to purchase additional waste bins, in line with service demand.

Following the Executive Report of 21 November 2023 the Council purchased 30,000 residual waste bins and 14,000 garden waste bins at a cost of £1.2m as part of the overall Waste Strategy Review. A total of £1.135m had been spent on new bins to date. The reason for replacing bins was to move green waste collection off diamond lift bins and on to comb lift bins reducing vehicle costs and increasing resilience within the service. This also supported the movement to a more sustainable waste collection service through the reduction of side waste and other ancillary issues, promoting recycling rates.

On the 8 March 2024 the Council introduced a chargeable green waste service and introduced fortnightly collection for residual waste. The Council expected 9,300 subscribers. The 14,000 bins the Council had purchased were expected to cover subscribers to the service and had a contingency level of bins following the Council's decision to implement a chargeable service. The demand for the garden waste subscription service had increased significantly over anticipated demand modelling. The service currently had over 19,000 subscriptions, which was 9,000 more than anticipated and this had resulted in the need for more brown garden waste bins to be ordered urgently to meet demand. In order to meet this additional demand, and further potential increased demand throughout the year, an additional 12,000 brown garden bins were required at an additional cost of £0.376m.

As part of the Revenue and Capital Budget Forecast Outturn position at Quarter Two 2023/24 report to Executive on 21 November 2023, Executive approved the allocation of £1.2m in the Capital Programme in order to fund wheeled bin replacements as part of a comprehensive Waste Strategy Review.

The additional 12,000 green waste bins would cost £0.376m and it was proposed that this was funded from the remaining budget of £0.065m and a virement of £0.311m from the traffic signals capital budget that was funded from Council resource which might be decommitted due to the receipt of unplanned grant from TVCA as explained below.

Subsequent to the approved Capital Programme by Council on 8 March 2024, TVCA had announced a total of £2.5m in grant funding for the upgrade of traffic signals across the Tees Valley, for which Middlesbrough was the lead authority. This included £0.5m allocated to

Middlesbrough. This grant funding could have replaced some of the Council capital resource previously set aside to fund this work. It was therefore recommended that £0.311m be vired from the Traffic Signals scheme to fund the purchase and delivery of the additional bins.

The procurement of the additional bins would be undertaken in accordance with the ESPO framework 860\_22 Refuse and Recycling Products.

Details of the expected total capital cost of implementing the Council's waste strategy were included at paragraph 6.4 of the report. The increase in the demand for the garden waste collection service would result in revenue income being higher than originally anticipated at budget setting. The expected revenue income to be received from garden waste collection was also included in the submitted report at paragraph 6.5.

The Executive Member for Finance and Governance commented that the [bins@middlesbrough.gov.uk](mailto:bins@middlesbrough.gov.uk) had been restored which would free some resource in the contact centre. For residents calling the general 726001 phone number, a message was available advising callers of the temporary bin shortage. The number also offered callers the ability to speak to a member of staff if necessary.

The Mayor, the Executive Member for Finance and Governance and the Executive Member for Environment expressed their thanks to staff in the contact centre and Environment Services for their efforts in the rollout in difficult circumstances.

The Executive Member for Finance and Governance advised Members that a green waste bin cost the council £25 per unit whereas the income generated was £40 per unit. In terms of changing the type of bins it was confirmed this was going to happen anyway.

The Chief Executive commented the bin rollout had, largely, been a success and there were lessons to be learned. He also expressed his thanks to all staff involved.

## **ORDERED**

**That Executive approve:**

- 1. The purchase of an additional 12,000 brown garden waste bins in accordance with the procurement arrangements set out at paragraph 6.6 of the submitted report.**
- 2. The virement of capital resource from the Traffic Signals scheme to fund the purchase and delivery of the additional bins.**
- 3. That delegated authority was provided to the Director of Environment and Community Services for the purchase of additional waste bins, in line with service demand.**

## **OPTIONS**

**The other alternative was to do nothing and not order the additional 12,000 garden waste bins. This was not recommended as it would mean the Council was unable to offer the new service to all residents who still wish to subscribe to it and we would also not be able to fulfil obligations to residents who have already subscribed to the service.**

## **REASONS**

**As part of the Revenue and Capital Budget Forecast Outturn position at Quarter Two 2023/24 report to Executive on 21 November 2023, Executive approved the allocation of £1.2m in the Capital Programme in order to fund wheeled bin replacements as part of a comprehensive Waste Strategy Review.**

**The additional 12,000 green waste bins would cost £0.376m and that was proposed to be funded by the remaining budget of £0.065m and a virement of £0.311m from the traffic signals capital budget that was funded from Council resource which might be decommitted due to the receipt of unplanned grant from TVCA as explained below.**

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**Tees Valley, for which Middlesbrough was the lead authority. This included £0.5m which was allocated to Middlesbrough. This grant funding could replace some of the Council capital resource previously set aside to fund this work. It was therefore recommended that £0.311m be vired from the Traffic Signals scheme to fund the purchase and delivery of the additional bins.**

23/106

#### **HOUSEHOLD SUPPORT FUND 2024**

The Executive Member for Finance and Governance submitted a report for Executive consideration. The report sought approval of the Household Support Fund Scheme (HSF) for the first half of 2024/25 and sought delegated authority for the Director of Finance and the Executive Member for Finance to make minor revisions/modifications to the plan.

On 6 March 2024, the Chancellor announced in the Spring Budget a number of measures to provide further help through the extension of the Household Support Fund (HSF) to support low-income households to cover the period 1 April 2024 to 30 September 2024.

Each Local Authority was required to prepare a local scheme to determine how the funding provided would be distributed. The amount allocated to Middlesbrough was £1,653,615.

Government guidance required Local Authorities to clearly advertise the scheme to residents, including publication on the Council's website.

The value of individual awards was to be determined by Local Authorities in accordance with the parameters set out in the guidance.

The proposed scheme was based on the Council's previous successful HSF schemes and had been endorsed by the Council's Financial Inclusion Group and the relevant internal departments including Children's Services and Adult Social Care.

The scheme was designed to support vulnerable residents and low-income households that included children, pensioners, people with disabilities and other households who might be experiencing financial difficulties brought about by the economic challenges.

The proposed scheme was set out in Table 1 of the report. Estimated expenditure equated to £1.521m (excluding administration costs).

In line with the guidance, the Council was able to recover administrations costs to deliver the scheme and these had been calculated at £0.132m. This equated to 8% of the scheme funding. The administrative costs were in line with those of surrounding Local Authorities and also aligned to costs incurred from the administration of earlier HSF delivery plans.

Following implementation of the delivery plan, any remaining funds would be allocated to Council Tax accounts with a then current award of Council Tax Reduction (CTR) and where an outstanding balance remained following the issue of a summons in 2024/25 financial year. The Council also reserved the right to widen the group to those accounts not in receipt of CTR.

The scheme had been designed to provide support across the defined six-month period for awards.

The scheme would be subject to periodic reviews to allow alterations to be made should the scheme requirements need to change to keep pace with events.

Appropriate counter fraud measures would be put in place to minimise risk in accordance with the Council's policies and procedures.

#### **ORDERED**

**That Executive approve:**

- 1. The Household Support Fund delivery plan for 2024, which will be delivered between 1 April 2024 and 30 September 2024 and as set out in Table 1 (para 18) to target four main groups:**

- Families with children and in receipt of benefits.
  - Pensioners in receipt of Council Tax Reduction (CTR) and in receipt of Pension Credit Guarantee Credit (PCGC)
  - Singles/Couples in receipt of benefits.
  - Application-based awards for residents not in receipt of CTR or other benefits.
2. That any remaining funds following implementation of the delivery plan (and administrative costs) are allocated to Council Tax accounts, with a then current award of Council Tax Reduction (CTR) and where an outstanding balance remains following the issue of a summons in 2024/25 financial year. This may also be widened to incorporate accounts not in receipt of CTR.
  3. That delegated authority is provided to the Director of Finance and the Executive member for Finance to make any minor revisions/modifications to the scheme and make decisions in respect of any remaining funds (as outlined in para 4) to ensure the scheme is distributed in line with the guidance and within the defined timescales.

### OPTIONS

Do nothing; however, without a suitable scheme with sufficient defined criteria approved by the Council's Executive and presented to the DWP, the funds would not be able to be utilised by the Council to benefit vulnerable residents and low-income households and would need to be repaid to the DWP.

### REASONS

The decision was deemed as special urgent as Central Government advised of a further round of the Household Support Fund (HSF) in the Spring Budget. This funding was due to end, therefore the decision by Central Government to continue has only just been made, hence the short timescale for implementation.

The decision is unable to comply with the notice periods in part 6.22 or the forward work programme requirements in part 6.32 of the Constitution. The general exception in 6.35 could not be followed as the decision needed to be made urgently to approve the Household Support Fund and delivery plan, for submission of the delivery plan to DWP, to start to distribute the funds to vulnerable residents and deliver the scheme as a matter of urgency.

Central Government had made allocations to Local Authorities through the HSF to provide support to households, who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs.

The Council needed to confirm an approach and submit an approved delivery plan to the DWP by 10 May 2024 for awards to be made within the timescale April to September. As the decision to continue has only just been made, hence the short timescale for implementation and the urgency of the decision

The policy is a key decision that impacts on two or more awards and will incur expenditure above £250,000.

The minor amendments that may be required will result in no changes to the threshold to services and support provided.

The delegated authority sought for the Director of Finance and the Executive Member for Finance to approve future minor revisions/modifications and make decisions in respect of any remaining funds maintains service operation levels and ensures that the scheme can be delivered within the defined timescales.

23/107

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

None.

**All decisions will come into force immediately as they were considered under urgency provisions.**

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Director of Finance
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<b>Relevant Executive Member:</b>	The Mayor Executive Member for Finance and Governance
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<b>Submitted to:</b>	Executive
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<b>Date:</b>	22 May 2024
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<b>Title:</b>	2025/26 Budget and Medium Term Financial Plan Approach and Timetable
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<b>Report for:</b>	Decision
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<b>Status:</b>	Public
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<b>Council Plan priority:</b>	Delivering Best Value
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<b>Key decision:</b>	No
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<b>Why:</b>	Decision does not reach the threshold to be a key decision
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<b>Subject to call in?:</b>	Yes
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<b>Why:</b>	
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<b>Proposed decision(s)</b>
That Executive approve the approach and timetable for developing the 2025/26 Budget and Medium Term Financial Plan (MTFP).

<b>Executive summary</b>
The Council’s financial position remains critical given its reliance upon one-off borrowing via Exceptional Financial Support (EFS) to balance the 2024/25 budget and the need to replenish its low level of revenue reserves to rebuild its financial resilience over the medium term.

Key priorities during 2024/25 financial year are:

- to recover the Council's financial position by delivering the 2024/25 outturn within the budget approved by Council on 8 March 2024; and protect revenue reserves to enable rebuilding over the period of the MTFP.
- to develop plans to close the remaining budget gap which is currently estimated to be £7.475m in 2025/26 rising to £7.965m by 2026/27 but this may increase when the MTFP is reviewed and updated during the summer.

Each year, the Council undertakes a service and financial planning exercise that aims to achieve a balanced annual revenue budget and MTFP in order to secure a financially sustainable position, capital programme, sets the capital and treasury management strategy and agrees the annual level of council tax.

This report sets out for consideration and approval by the Executive, the proposed approach and timetable for the 2025/26 budget setting and the MTFP for the four-year period 2025/26 to 2028/29.

## **1. Purpose**

- 1.1 The purpose of this report is to seek approval of the budget development approach and timetable for the 2025/26 budget and MTFP for the four-year period 2025/26 to 2028/29.

## **2. Recommendations**

- 2.1 That the Executive approves the proposed budget development approach and the timetable for the 2025/26 budget setting and MTFP for the period 2025/26 to 2028/29 as summarised in Table 1 and detailed in Appendix 1.

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

- 3.1 The forward planning for and setting of a robust budget and balanced MTFP enables the Council to provide and deliver services within its overall corporate and financial planning framework. The MTFP underpins the delivery of the Council's vision for Middlesbrough to be a thriving, healthier, safer, and more ambitious place where people want to live, work, invest, and visit, and where we will support our residents to live fulfilling lives, to ensure that our communities thrive.

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

- 4.1 Each year the Council engages in an annual financial planning and budget setting cycle that aims to achieve a balanced annual revenue budget and capital programme, sets the council tax, and sets out the capital and treasury management strategy. A high level summary of the financial planning cycle is summarised in Table 1 below. A more detailed timetable is set out in Appendix 1.

**Table 1 2025/26 Financial Planning Cycle**

**April-July**

Review previous years outturn  
Review current year projections  
Update financial planning assumptions  
Calculate budget gap  
Further develop transformation project pipeline

**July to September**

Identify and review budget pressures  
Update financial planning assumptions and budget gap  
Further develop transformation project pipeline of investment, savings and income  
Develop other operational income and savings proposals

**September to December**

Develop detailed service budgets  
Develop budget proposals for investment, savings and income generation  
Start budget consultation process  
Scrutiny involvement  
Assess impact of provisional Local Government Finance Settlement  
Update financial planning assumptions

**January to February**

Consider impact of final Local Government Finance Settlement  
Finalise financial planning assumptions  
Consider consultation feedback  
Scrutiny involvement  
Development of Executive report and recommendations to Council

**February to March**

Present Executive Budget and MTFP, Capital Programme, Treasury Strategy report to Council  
Council approve budget, MTFP and Council Tax

- 4.2 The annual financial planning cycle involves the periodic review and updating of financial planning assumptions in the light of new information and data at key stages of the financial year in order to inform the Council's budgetary control, financial forecasting and medium to long term financial planning. Particular areas of focus include:
- The Council's actual financial performance against its financial forecasts for the previous financial year and current year financial performance in terms of budgetary control and savings delivery against plan.
  - Changes in information and intelligence concerning external factors outside the Council's direct control, such as:
    - the general state of the national economic forecast, inflation, interest rates, pay inflation and market factors that will impact upon the cost of services and anticipated demand for services;
    - demographic forecasting and level of service demand experienced across key service areas
  - Internal factors relating to the design and operation of service delivery models to meet demand from residents, businesses, and visitors to the town.
  - The level of reserves and forecast impact of all factors upon reserves.
- 4.3 During 2023/24 financial year, the Council started to develop its plans for how it will improve, modernise, and transform the delivery of its services for 2024/25 and over the medium term to 2026/27. This work was undertaken in order to meet the significant financial challenge that was identified in the updated 2024/25 MTFP, and in order to respond to the statutory recommendations made by the External Auditor in August 2023.
- 4.4 The External Auditor's recommendations related to the need to recover the Council's financial position (rec. 4), review service delivery models and implement transformation of service delivery in order to achieve improved value for money (rec. 5) and to review financial forecasting processes and apply lessons learned (rec. 6) as set out in the extract from the Auditors [report](#) below.

### External Auditor Statutory Recommendations – August 2023

4. We recommend that the Council builds upon the steps already taken to control its expenditure to identify specific deliverable savings over the short term (next 12 months) and protect its limited remaining reserves. Where appropriate, this may need to include the Council changing how it meets its statutory responsibilities and the extent to which it delivers services which are not required to discharge its statutory responsibilities.
5. We recommend that the Council reviews its service delivery models to ensure that they are efficient, represent value for money and achieve the outcomes required for the resources invested. Where opportunities to improve service delivery models are identified, the Council should develop detailed plans for implementation of service delivery transformation and how the up-front transformation costs will be funded.
6. We recommend that the Council review its financial forecasting processes to understand why significant financial pressures, over and above those anticipated and reflected in the Council's annual budget, have emerged within the first half of both the 2022/23 and 2023/24 financial years and ensure future forecasting reflects the lessons learned.

- 4.5 Following the 2024/25 financial planning process, a budget gap of £4.7m remained for 2024/25 which was balanced using one off borrowing in the form of Exceptional Financial Support (EFS) approved in principle by the Department for Levelling Up Housing and Communities (DLUHC). Effectively, this shifted the ongoing budget gap into 2025/26, buying the Council more time to further develop and deliver its

transformation plans in order to be able deliver more significant sustainable cost reduction from 2025/26 onwards. At budget setting on 8 March 2024, the forecast budget gap for 2025/26 stood at £7.475m, rising to £7.965m by 2026/27. As members will appreciate from past experience of budget setting, it is likely that upon reviewing and updating financial planning assumptions during the spring and summer each year, the budget gap changes and normally increases given that the cost and volume of service demand typically exceeds the total available funding through government grants, business rates, council tax and income from fees and charges.

- 4.6 At 2024/25 budget setting Council approved a significant and challenging savings programme of £13.910m in 2024/25 rising to £21.028m by 2026/27, equivalent to approximately 11% to 16.5% of the 2023/24 net revenue budget. These plans have been incorporated into the Recover, Reset, Deliver Transformation Portfolio as set out in the Transformation of Middlesbrough Council [Report](#) considered and approved by Council on 24 April 2024. This will ensure that the investment in robust programme resources and delivery arrangements will provide sufficient capacity to realise these projects for approved savings/ income contained in the programme delivery plans, establishing the first step on the transformation journey during 2024.
- 4.7 A pipeline of projects to achieve savings from service redesign, transformation, efficiency, demand management and income were started during the 2024/25 budget process but were not sufficiently developed and robust to include in the 2024/25 budget. However, they have provided the Council with an early start to its budget development work for preparation of the 2025/26 budget and MTFP and work is now underway.
- 4.8 Programmes and projects are in various stages of development as summarised in the Transformation of Middlesbrough Council [report](#) including in relation to a new Customer Model, Neighbourhoods Model, a review of the Council's Target Operating Model and associated management restructuring. The established resources and capacity within the portfolio, will develop a further pipeline of projects during 2024 and will constitute the majority of budget proposals to be put forward for the 2025/26 budget process. Lower level operational savings may also need to be developed, depending upon the size of the budget gap compared to the timeline for delivery of programmes and projects within the Transformation portfolio in order to deliver a balanced 2025/26 budget.

#### Integration of Transformation Portfolio with the MTFP

- 4.9 The Transformation governance arrangements [report](#) approved by the Executive on 13 March 2024 provide an appropriate forum and structure for the organisation to develop and progress idea generation for transformation and further saving and income opportunities, both in the short to medium term, and the long term. The governance arrangements are made up of several levels as follows:
- Transformation Assurance Board, a non-decision-making body including members from all political groups. The Board is charged with providing political accountability, ownership, and oversight to ensure the themed projects and associated savings within the transformation portfolio have the political and

organisational support to be successfully delivered and that they align with key political and operational priorities. The Board is accountable to the Executive.

- Corporate Transformation Programme Board, Chaired by the Chief Executive, who is the Senior Responsible Officer (SRO) for Transformation, holding Thematic Programme Sponsors (LMT representatives) to account. The SRO is accountable to the Executive and leads the interface with the Transformation Assurance Board.
- Project working groups, feeding up into Thematic Programme Boards (led by Leadership and Management Team representatives as Sponsors, with responsibility for ensuring that the collection of projects within the thematic programme meet their objectives and deliver projected financial and non-financial benefits within their respective programmes.

4.10 As part of the monthly Transformation Board cycles, 'new ideas' will be brought forward as a standard agenda item to the Thematic Programme Boards for discussion and challenge, with a view to developing a project brief (a document that forms part of the suite of governance documentation that provides an overview and outline of the intended benefits and / or savings of the initiative). If approved, a business case will be developed for Sponsor approval, flowing up through the layers of governance and ultimately forming a report for Executive consideration and decisions to progress and route map to implementation.

4.11 The development of new initiatives that can be implemented in the 2024/25 financial year rather than awaiting the start of the 2025/26 financial year is encouraged where practicable and will increase the pace of transformation to deliver both financial that will improve the overall financial position and non-financial benefits that will improve the quality of service and outcomes for the community. Implementation will be subject to appropriate consultation and governance in order to incorporate plans into the Budget and Policy Framework. Other initiatives will be incorporated into the 2025/26 budget planning cycle for implementation from 1 April 2025.

4.12 The Recover, Reset, Deliver Transformation Portfolio aims to deliver change over a period of two to four years. The timescales for planning, investment, implementation, embedding of new operating arrangements and therefore realisation of financial benefits in the form of expenditure savings and income generation will vary. In order to reflect the longer-term impact of the Transformation Portfolio within the Council's financial planning horizon, the MTFP will be extended from a three year plan to a four year plan and will therefore run from 2025/26 to 2028/29 and may be further extended to five years to incorporate 2029/20 as appropriate as the transformation portfolio matures.

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

4.13 The scale of the transformation and financial challenge facing the Council requires a collaborative and co-ordinated approach by all members and officers in order to recover the financial position at the earliest opportunity to achieve a balanced MTFP. Member briefings will be arranged at various points of the process to ensure that key issues are understood. It is also proposed to establish a Financial Sustainability

Working Group (FSWG) comprising cross party member representation. The Terms of Reference for the working group are to be established by the Mayor in consultation with the cross party Leaders Group.

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

- 5.1 Given that the Council is required to operate robust and meaningful financial planning arrangements, there is no practical alternative to setting out its financial planning timetable.

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

By agreeing an approach and timetable for developing the 2025/26 budget and MTFP, the Council will have clarity of the overall process to ensure robust and adequate planning and engagement of stakeholders in its development which underpins the delivery of the Council plan .

### **6.1 *Financial (including procurement and Social Value)***

There are no direct financial or procurement implications arising as a result of the recommendations within this report.

### **6.2 *Legal***

The need for any Executive, full Council, or Officer Delegated Decision about individual projects should be built into the project plans and assessed by the Corporate Transformation Board. Decision making with then be progressed via usual governance routes.

### **6.3 *Risk***

There are no specific risks arising from the approval of the MTFP approach and timetable. The operation of a robust and timely financial planning cycle serves to manage and mitigate the strategic risk associated with the Council not achieving a robust and balanced budget and MTFP.

### **6.4 *Human Rights, Public Sector Equality Duty and Community Cohesion***

Not applicable

### **6.5 *Climate Change / Environmental***

Not applicable

### **6.6 *Children and Young People Cared for by the Authority and Care Leavers***

Not applicable

**6.7 Data Protection / GDPR**

Not applicable

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

Not applicable

**Appendices**

<b>1</b>	2025/26 Financial Planning Detailed Timetable
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**Background papers**

Body	Report title	Date
EY	Middlesbrough Council Value for Money Update and Issuance of recommendations under Section 24 Schedule 7(2) of the Local Audit and Accountability Act 2014	21 August 2023
Council	2024/25 Revenue Budget, Medium Term Financial Plan, Council Tax setting and Treasury Management	8 March 2024
Executive	Transformation Governance Arrangements	13 March 2024
Council	Transformation of Middlesbrough Council	24 April 2024

**Contact:** Debbie Middleton, Director of Finance (Section 151 Officer)**Email:** [debbie\\_middleton@middlesbrough.gov.uk](mailto:debbie_middleton@middlesbrough.gov.uk)

**Appendix 1****2025/26 Financial Planning Detailed Timetable****PUBLIC PROCESS****Initial MTFP 2025/26**

June / July	Internal Review of MTFP by Finance and LMT, Policy Development Group
15 August	LMT report clearance
16 August	Pre-Executive agenda circulation
20 August	Pre-Executive
27 August	Executive agenda circulation
<b>4 September</b>	<b>Executive (Also Q1 Budget Monitoring)</b>

**2025/26 budget & MTFP refresh (includes budget proposals and starts consultation process)**

10 October	LMT
18 October	Pre-Executive agenda circulation
22 October	Pre-Executive
1 November	Executive – special budget meeting (draft budget proposals & also Q2 budget monitoring) agenda circulation
<b>11 November</b>	<b>Executive – special budget meeting (draft budget proposals &amp; also Q2 budget monitoring)</b>
12 November	Start of budget consultation period (8 weeks)
8 January	End of budget consultation period

**2025/26 budget setting**

9/16 January	LMT
17 January	Pre-Executive agenda circulation
21 January	Pre-Executive
28 January	Executive agenda circulation
<b>5 February</b>	<b>Executive (Also Q3 Budget Monitoring)</b>
11 February	Full Council agenda circulation
11 February	Full Council budget briefing
<b>19 February</b>	<b>Full Council (budget setting)</b>
2 March	Full Council (reserve budget setting)

**Consultation**

November / December	Political parties / members briefings
November / December	Public Consultation Meetings
November / December	Overview and Scrutiny Board agenda circulation
November / December	Overview and Scrutiny Board
November / December	Chamber of Commerce consultation

**2025/26 Council Tax Base**

7 November	LMT
15 November	Pre-Executive agenda circulation
19 November	Pre-Executive
26 November	Executive agenda circulation
<b>4 December</b>	<b>Executive</b>

**MIDDLESBROUGH COUNCIL**



<b>Report of:</b>	Director of Legal and Governance; Chief Executive
<b>Relevant Executive Member:</b>	Executive Member for Finance and Governance; The Mayor
<b>Submitted to:</b>	Executive
<b>Date:</b>	22 May 2024
<b>Title:</b>	Cultural Transformation of the Council
<b>Report for:</b>	Information
<b>Status:</b>	Public
<b>Council Plan priority:</b>	Delivering Best Value
<b>Key decision:</b>	No
<b>Why:</b>	Report is for information only
<b>Subject to call in?:</b>	Not applicable
<b>Why:</b>	Report is for information only
<b>Proposed decision(s)</b>	
That the Executive receives and notes the progress of the Council's cultural transformation.	
<b>Executive summary</b>	
The report is to update Executive as to the progress of the Council's cultural transformation.	

## 1. Purpose

1.1 To outline and recognise the work that the Council has done to progress its cultural transformation.

1.2 To describe the council's strategic approach to partnership working.

## 2. Recommendations

2.1 That the Executive receives and notes the progress of the Council's cultural transformation and the Council's approach as a leader of place.

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

3.1 No decisions recommended.

## 4. Background and relevant information

4.1 The council has a statutory duty to deliver Best Value in all that it does. Effective approaches to culture and partnerships and community engagement are two of the theme's government have identified as contributing towards an authority evidencing its compliance with the Best Value Duty. This report sets out the steps the council has taken and plans to take in relation to those two themes.

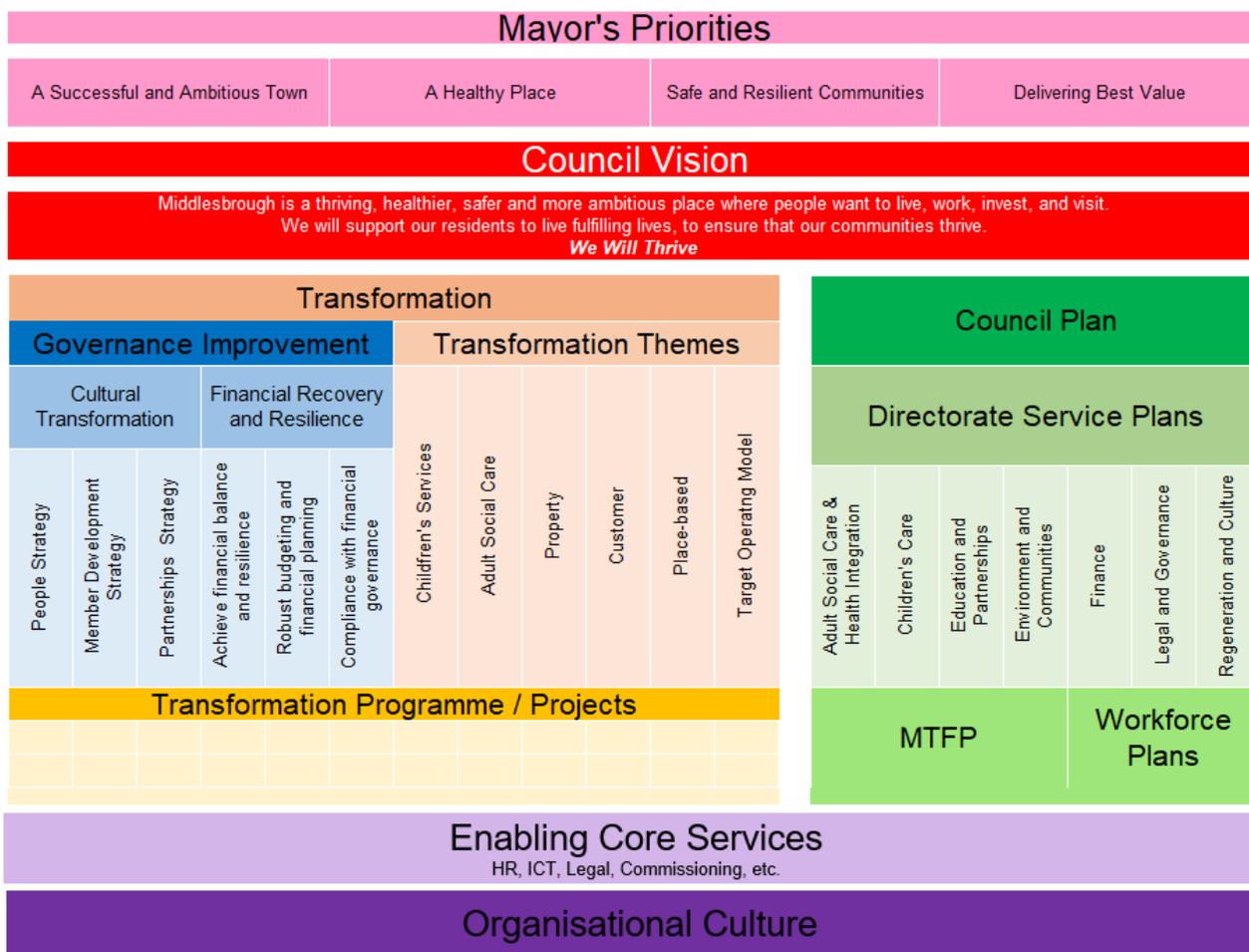


4.2 The culture of Middlesbrough council is determined by its shared values, ethics and beliefs, how decisions are made, as well as how elected members and officers behave, interact and carry out their roles. A strong organisational culture is a characteristic of a well-functioning council.

4.3 That the council is subject to a Best Value Notice, and statutory recommendations imposed by its external auditor, is much publicised. Progress against the action plan to support and describe the council’s improvement journey is regularly reported to the council’s audit committee and to full Council.

4.4 Cultural improvement is a key pillar of the council’s improvement journey and features in the improvement plan and is to be delivered via the People Strategy, the Member Development Strategy and the Partnership Strategy underpinned by the Transformation Programme as detailed in the diagram below.

4.5 A further report on Partnerships will be presented following this report and regular reports on transformation will be presented as part of the transformation journey.



4.6 The vision of the People Strategy is to be an employer of choice for the best people to deliver improved outcomes for the community we serve.

4.7 There are six key themes identified within the People Strategy to achieve our vision:

- Recruitment and Retention
- Equality, Diversity, and Inclusion
- Performance and Recognition
- Culture and Communication
- Learning and Development
- Health, Safety and Wellbeing

4.8 Prior to the launch of the People Strategy, we have laid foundations to enable successful delivery, creating the right environment, recruiting to key posts and securing partner providers through the procurement process.

4.9 The People Strategy was launched in April 2024, briefing sessions took place with over 300 managers and global communications was sent to all staff.

4.10 The following actions have been implemented so far in relation to the six key themes:

Recruitment & Retention	<ul style="list-style-type: none"> <li>• Children's Services Recruitment events</li> <li>• Recruitment Workshops in all Community Hubs – May/June</li> <li>• Review of new system following Manager feedback</li> </ul>
Equality, Diversity & Inclusion	<ul style="list-style-type: none"> <li>• Period Positive Workplace initiative launched</li> <li>• Inclusive Language guide launched</li> <li>• Work Experience programme for underrepresented groups in development – collective Member/Officer initiative</li> </ul>
Performance & Recognition	<ul style="list-style-type: none"> <li>• New Appraisal scheme rolled out and underway - Deadline 30/06/24</li> <li>• HR Briefings, we covered –                             <ul style="list-style-type: none"> <li>➢ how the new People Strategy and staff objectives align to the Council Plan</li> <li>➢ the refreshed Corporate Development offer and HR support mechanisms</li> <li>➢ the importance of utilising the Manager and Staff Values Frameworks</li> </ul> </li> </ul>
Culture & Communication	<ul style="list-style-type: none"> <li>• HR Briefings, DMT Business Partner briefings, full staff comms circulated</li> <li>• Related resources added to all access points (PM/SP/LMS/Bridge)</li> <li>• New Rich Feedback course successfully piloted and rolled out</li> <li>• Comprehensive Staff Survey launched</li> </ul>
Learning & Development	<ul style="list-style-type: none"> <li>• Refreshed Values based Development programme launched</li> <li>• Senior Leadership Development Programme created</li> <li>• Review of Mandatory learning/Induction programme underway</li> <li>• Insights Discovery &amp; Leadership Effectiveness programme relaunched</li> </ul>
Health, Safety & Wellbeing	<ul style="list-style-type: none"> <li>• Miss Menopause development programme launched</li> <li>• Reviewed and refreshed mandatory Health &amp; Safety training modules</li> <li>• Retrained and relaunched Mental Health First Aiders programme</li> </ul>

- 4.11 The People Strategy is appended to this report, for information.
- 4.12 The Member Development Strategy was developed in 2023 to set out and support member development and learning, including the induction of a new administration in May 2023 and the ongoing learning and development of members. At the end of each induction session members were encouraged to complete an evaluation form and the feedback received was that the sessions had been positively received. The Strategy has been developed in collaboration with members of the Constitution and Member Development Committee and was presented to full Council on 29 November 2023.
- 4.13 To support ongoing delivery of the Strategy, a member training course information booklet was created and shared with all members in November 2023, this was used to gather expressions of interest in order to plan future training delivery. In addition to this all members were given the opportunity to have a 1-1 meeting to create a Personal Development Plan if required.
- 4.14 Members now have a dedicated Member Dashboard on our Learning Management System, Middlesbrough Learns. This provides access to a range of information, eLearning courses, and Values based development programmes. Members were also given the opportunity to complete our new Corporate Governance Development Programme alongside officers.
- 4.15 Member development is not a one-off exercise but is an ongoing approach to support our members to carry out their roles effectively. The member training course information booklet will be further shared at six monthly intervals to enable us to capture any emerging issues or changes in responsibilities such as new chairs appointed at the AGM. Following each training course, both internal and external, an evaluation form is shared, and any responses are kept and actioned where appropriate.
- 4.16 Within the Member Development Strategy, we will measure success by achieving the following three targets at the end of the Municipal Year;
- 100% Members complete all mandatory training
  - 60% of Members attend wider skills courses
  - 70% of Member express overall satisfaction with the development programme
- 4.17 The department for Levelling Up, Housing and Communities issued a statutory guide for best value authorities on 8<sup>th</sup> May 2024 and it is clear that the People Strategy and Member Development Strategy align to support what are identified as 'Characteristics of a well-functioning authority'.
- 4.18 As part of the cultural transformation journey the People Strategy our aim is to have a diverse workforce who are proud to work for Middlesbrough council. Our leaders, officers and members will lead by example with everyone demonstrating the right behaviours to foster and support cultural improvement.
- 4.19 Within the People Strategy we will measure monitor and report progress via;

- **Higher rate of candidate attraction** – baselined in April 2024 and measured through our recruitment system.
- **Successful recruitment** – measured through the reduction in roles that must be re-advertised – baselined from 23/24 with information from our recruitment system.
- **Reduction in turnover** – measured against 23/24 data.
- **Reduced sickness absence** – measured against 23/24 data.
- **More diverse workforce** – baselined at April 24.
- **Positive employee engagement rates** – measured through employee survey
- **Staff satisfaction rates** – measured through employee survey.
- **Reduction in standards complaints** – measured against 23/24 complaints.

4.16 We also plan to capture feedback through the quarterly HR clinics and hold regular focus groups to assess ongoing impact with of the strategy in practice.

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

5.1 The report provides an update to Executive; no decision is required and so no alternatives require consideration.

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

### **6.1 Financial (including procurement and Social Value)**

6.1.1 There are no direct financial implications of this report.

### **6.2 Legal**

6.2.1 The Department for Levelling Up, Housing and Communities issued statutory guidance for best value local authorities on 8<sup>th</sup> May 2024.

### **6.3 Risk**

6.3.1 N/A the report is for information only.

### **6.4 Human Rights, Public Sector Equality Duty and Community Cohesion**

6.4.1 N/A

### **6.5 Climate Change / Environmental**

6.5.1 N/A.

### **6.6 Children and Young People Cared for by the Authority and Care Leavers**

6.6.1 N/A

### **6.7 Data Protection**

6.7.1 N/A

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

Action	Responsible Officer	Deadline
Implementation of the People Strategy	Nicola Finnegan Head of Human Resources	Ongoing, 1 <sup>st</sup> Annual Review 31 <sup>st</sup> March 2025.

**Appendices**

1	People Strategy
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**Background papers**

Body	Report title	Date
Department for Levelling Up, Housing and Communities	<a href="https://publishing.service.gov.uk">Best value standards and intervention draft guidance (publishing.service.gov.uk)</a>	8 <sup>th</sup> May 2024

**Contact:** Charlotte Benjamin Director of Legal and Governance Services  
**Email:** [charlotte\\_benjamin@middlesbrough.gov.uk](mailto:charlotte_benjamin@middlesbrough.gov.uk)

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# People Strategy

  
Middlesbrough  
moving forward

# Foreword

## Message from Chief Executive and Mayor

### Welcome to our People Strategy.

It is our mission to ensure that officers and members are proud to work for and represent Middlesbrough Council. Our future target operating model will create an environment which is supportive, respectful and inclusive.

Working together across officers, members and political groups we have been able to articulate and identify how we want to continue to evolve and improve as a council, to meet the challenges that we face. Our Cultural Transformation Programme will provide structure and direction to ensure that the Council continues to move forward positively, to achieve sustainable culture change, and the People Strategy is a key element to enable us to deliver this.

This strategy builds on activities and achievements to date, with a focus on the provision of support and development of individuals, as well as addressing changes needed to policies, procedures and protocols, and the behaviours that should be demonstrated by officers and members, in their commitment to the principles of public life and our organisation values.

All of this cannot be achieved without the dedication of our employees – and we'd like to thank everyone, officers and members, for their continued work in providing quality services to the people of Middlesbrough.



### Clive Heaphy

Interim Chief Executive



### Chris Cooke

Elected Mayor of Middlesbrough



Clive Heaphy,  
Interim Chief Executive



Chris Cooke, Elected Mayor  
of Middlesbrough

**'Our Cultural Transformation Programme will provide structure and direction to ensure that the Council continues to move forward positively, to achieve sustainable culture change'**

# Introduction

The People Strategy, alongside the Member Development Strategy, underpins the wider Cultural Transformation Programme. It will also be supported by a Partnership Strategy and Transformation Strategy once finalised.

The People Strategy has been developed to ensure that:

- employees and members have the knowledge and skills needed to maximise our ability to achieve improved outcomes for residents, within the future target operating model
- the Council works effectively with partners to maximise our ability to impact positively on the town and its communities, supporting delivery of the mayor's theme that Middlesbrough is a 'successful and ambitious town'.

The People Strategy recognises that to deliver the above outcomes, in a climate of new economic realities, shrinking resources and a reduced workforce, we need to ensure that the future workforce is highly motivated, resilient, and well managed.

We recognise that all employees are instrumental in achieving our ambitions and the People Strategy sets out our aims to create an inclusive environment where everyone feels engaged and encouraged, with access to a diverse support and development offer, in order to be the best they can be and deliver the best possible services they can.

As part of our commitment, we want all employees and members to engage positively in continuous development, and the People Strategy will provide the guidance and tools to enable this, supporting employees at all levels to grow, adapt and evolve for the present and future ways of working.

# Cultural Transformation

To support the planned approach to delivering cultural transformation, the People Strategy has the following aims:

- Build on successful delivery of People Strategy type transformation delivered to staff pre-pandemic, to develop, agree and embed the values of the organisation
- Align existing Values work to the Nolan principles and refresh associated frameworks
- Deliver and further embed the frameworks that clearly set out behaviours and expectations
- Agree, implement and report on measures of success that track progress
- Sustained communications and engagement campaign.

In focusing on these aims and the key themes below, the required outcomes identified are to:

- Demonstrate clear understanding of what good looks like and how to achieve it
- Demonstrate clear, resource commitment to delivering agreed actions
- Deliver real, measurable, positive changes to organisational culture and associated behaviours.



## Vision

To be an employer of choice for the best people to deliver improved outcomes for the community we serve.

There are six key themes identified within the People Strategy to achieve our vision:

- **Recruitment & Retention**
- **Equality, Diversity & Inclusion**
- **Performance & Recognition**
- **Culture & Communication**
- **Learning & Development**
- **Health, Safety & Wellbeing**

# Principles and Values

The principles and values underpin how we behave and deliver our services.

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who holds public office. This includes all who are elected or appointed to public office including local government, as servants of the public and stewards of public resources.

The seven principles are...

**Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

**Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

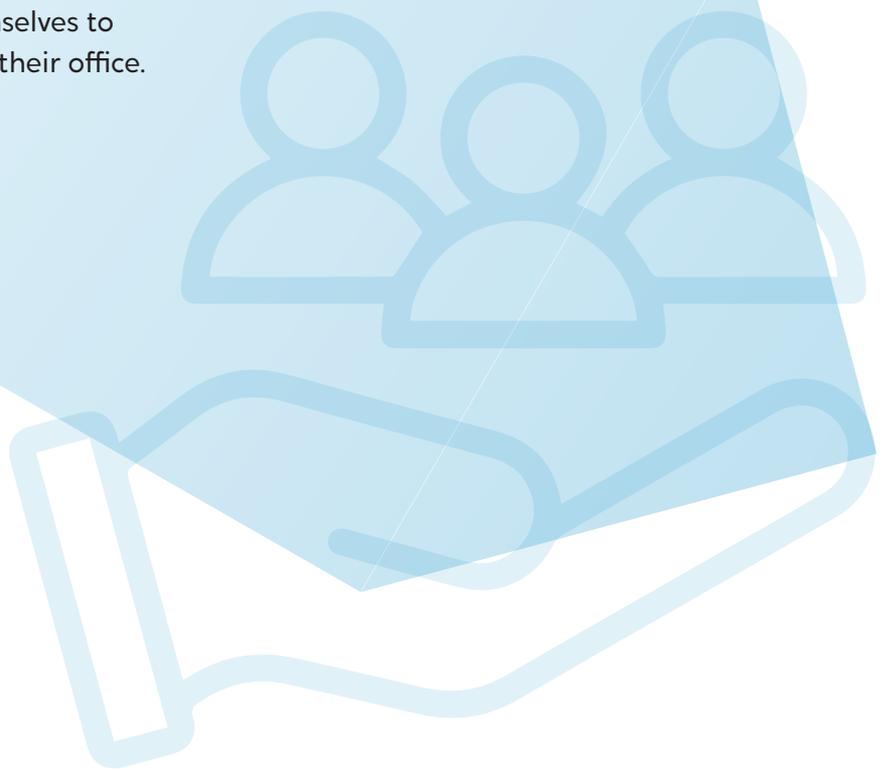
**Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** – Holders of public office should promote and support these principles by leadership and example.



Our Values are a key element of the People Strategy as they reinforce our commitment for a healthy, safe and inclusive working environment. They will be continuously reviewed to ensure they align with the Cultural Transformation Programme and future operating model of the Council.



# Current Workforce Profile

Understanding what our workforce and member profile looks like now helps identify potential issues and gives a base on which to measure or improvements moving forward.



## Total Workforce

Full time 61%  
Part time 36%  
Casuals 3%



## Gender

Female 69%  
Male 31%



## Sexual orientation

Heterosexual 2070  
No information 904  
Lesbian, Gay, Bisexual 83  
Prefer not to say 92  
Other 2



## Disability

Not disabled ~2600  
Not known ~420  
Disabled ~131



## Age

<20 29  
20-29 369  
30-39 661  
40-49 701  
50-59 934  
60 and over 457



## Ethnic origin

White British 2636  
No information 321  
Asian Indian, Pakistani, other 80  
White other 41  
Other ethnic group 23  
Prefer not to say 21  
Mixed Race 18  
Black African, Caribbean, other 11

# Current Elected Member Profile



## Age profile

<21 0	41-50 6
21-30 6	51-60 6
31-40 5	>60 24



## Ethnic origin

Withheld 28  
White British 9  
No Return 7  
Ethnicity unknown 1  
Asian Pakistani 1  
Any other white background 1

# Recruitment and Retention

There have been huge changes in candidate availability in the recruitment market following Brexit, the Covid pandemic (reassessing work/life choices) and low levels of unemployment. We need to stand out from the crowd and be an employer of choice in a competitive market.

To improve our ability to recruit, a greater focus on developing 'our offer' is required and redesigning the way we promote our brand and vacancies is essential to increase our reach within the candidate pool. Understanding candidate and employee expectations will help shape this.

Keeping our talent is key to our success in delivering outcomes, getting a return on our development investment and avoiding costly recruitment processes. Understanding what makes a difference to our employees throughout their employment and for those who chose to move on what motivated them to do so will inform our plans.

We will...	How we will deliver this
Have a strong and positive employer brand	<ul style="list-style-type: none"> <li>■ Maximise use of our recruitment system to expand our reach</li> <li>■ Streamlined recruitment process that is easy to navigate and timely</li> </ul>
Be an organisation that people want to join and stay with	<ul style="list-style-type: none"> <li>■ Offer a range of employee benefits to attract diverse candidates</li> <li>■ Provide a varied development offer that enables opportunities for growth</li> </ul>
Retain talented people with the right skills and behaviours	<ul style="list-style-type: none"> <li>■ Recruit against the Values and Principles</li> <li>■ Equip managers and staff with the relevant skills and knowledge to progress and develop</li> </ul>
Offer a modern and flexible working environment	<ul style="list-style-type: none"> <li>■ Review and refresh our blended working offer to ensure it reflects current and future workforce needs</li> <li>■ Maximise adoption of flexible working practices across the organisation</li> </ul>

# Culture and Communication

Work undertaken on the culture improvement programme so far, identifies the issues to address and also the positive achievements that the People Strategy will further build upon, to further embed the changes required.

We must ensure that we have a common purpose and understanding, and that all employees and members know the role they play in achieving this.

To work together moving forward, we must create opportunities for conversations that are open, genuine, and two-way, and establish an engagement culture where employees can voice their views and influence change.

Our communication should be tailored to our workforce, delivered at the right time in a clear and honest way that makes employees feel engaged and gives everyone an opportunity to ask questions and seek further information.

We will...	How we will deliver this
Be a Values-led organisation, reinforced with an embedded behaviour framework	<ul style="list-style-type: none"> <li>■ Updated Officer/Member protocol and codes of conduct</li> <li>■ Refresh and roll-out of employee Values and Principles frameworks</li> </ul>
Provide an environment where our people feel valued	<ul style="list-style-type: none"> <li>■ Adopt a rich feedback culture aligned to our Values and Principles</li> <li>■ Encourage and recognise behaviours that show respect and professional challenge at all levels</li> </ul>
Ensure our people have a voice and are listened to	<ul style="list-style-type: none"> <li>■ Develop engagement mechanisms and feedback processes</li> <li>■ Implement and communicate changes that reflect we have listened to staff views</li> </ul>
Communicate frequently, widely and with clear and consistent messages	<ul style="list-style-type: none"> <li>■ Utilise diverse media to reach the full workforce</li> <li>■ Support leaders and managers to use clear language at the appropriate level in all communications</li> </ul>

# Equality, Diversity and Inclusion (EDI)

We want to continuously improve as an organisation and a key part of that is having a workforce that is representative of the community we serve. As a council we remain committed to making changes which will allow our workforce to flourish and develop and to provide an inclusive environment for all.

Through our annual equality and inclusion report we can identify target areas for priority.

We will work to understand any potential barriers that have a negative impact on equality, diversity and inclusion and put plans in place to address these.

Championing under-represented groups, we will focus on specific development opportunities. We will expand our workforce data reporting from gender pay gap to include wider protected characteristics starting with race and disability.

We will...	How we will deliver this
Create better links with our wider community to promote employment opportunities	<ul style="list-style-type: none"> <li>■ Work collaboratively with services and internal and external partners to strengthen links to the community</li> <li>■ Understand how communities access employment opportunities and tailor promotions accordingly</li> </ul>
Strive to have a diverse workforce representative of our communities	<ul style="list-style-type: none"> <li>■ Clearly communicate our organisational commitment to EDI</li> <li>■ Work with employees and members to increase understanding on the value of EDI and how to support it</li> </ul>
Create an environment of inclusion, ensuring employees feel able to be their whole selves at work	<ul style="list-style-type: none"> <li>■ Provide great employee support networks to give everyone a voice</li> <li>■ External accreditation of our efforts to demonstrate commitment</li> </ul>
Work proactively on initiatives to raise awareness and support under-represented groups	<ul style="list-style-type: none"> <li>■ Have a diverse calendar of events for employees</li> <li>■ Explore development opportunities for under-represented groups including potential future leaders</li> </ul>

# Learning and Development

Having learning and development at the heart of our culture ensures our employees have the necessary behaviours, skills and knowledge to carry out their roles, whilst improving retention rates. To meet the changing demands, customer expectations and the challenge and benefit of new technologies, employee skills need to evolve alongside.

A robust learning and development offer will deliver a workforce that is not only fit for now but fit for the future.

Offering a blended learning approach gives the flexibility for development to be tailored as required, and creates a more engaging experience for employees.

We need to ensure our members, leaders and managers have the skills they need to support employees and deliver their own roles successfully.

We will...	How we will deliver this
We will be a learning organisation that enables all employees to maximise their potential	<ul style="list-style-type: none"> <li>■ Capture development needs through a new performance management framework</li> <li>■ Identify career aspirations and explore routes to support progression</li> </ul>
Develop our leaders and managers	<ul style="list-style-type: none"> <li>■ Ensure leaders and managers are clear on their responsibilities and understand what development is available to them</li> <li>■ Offer a diverse leadership and management development programme that meets current and future needs</li> </ul>
Offer a rich and diverse learning and development programme for all employees	<ul style="list-style-type: none"> <li>■ Grow our blended learning offer utilising our learning management system combined with face-to-face learning</li> <li>■ Increase engagement with coaching and mentoring programmes to develop talent at all levels</li> </ul>
Evaluate impact of learning and development to ensure it delivers results	<ul style="list-style-type: none"> <li>■ Feedback system to OD to evaluate and report on levels of engagement and impact of learning</li> <li>■ Actively review learning and development outcomes in performance appraisal process</li> </ul>

# Performance and Recognition

Our focus on values and behaviours will be further strengthened with a performance management framework. We aim to attract the best people to deliver our services and need to focus on support, development and stretch to keep employees engaged, and able to provide the best services they can.

Understanding how employees make a difference is key to creating a positive engaging culture and providing clear objectives linked to the Council Plan provides this. Regular communication is valuable and can be more powerful alongside opportunities to provide more formal feedback and recognition.

We recognise that our employees work to deliver a range of services for the benefit of our community and without their efforts we would not succeed. Taking the opportunity to recognise those efforts and celebrate achievements is an important step in creating a positive culture.

We will...	How we will deliver this
Communicate expectations aligned to the Council Plan and linked strategies	<ul style="list-style-type: none"> <li>■ Develop and communicate directorate and service level plans</li> <li>■ Managers will set objectives linked to the Council Plan and Values and Principles frameworks</li> </ul>
Capture and monitor performance outcomes across the organisation	<ul style="list-style-type: none"> <li>■ Introduce a robust performance management and reporting framework</li> <li>■ Agree associated development plans to manage all levels of performance</li> </ul>
Ensure those with high potential are identified, stretched, and developed	<ul style="list-style-type: none"> <li>■ Build talent management into performance framework conversations</li> <li>■ Provide access to a range of development opportunities</li> </ul>
Recognise and celebrate employee achievements and behaviours	<ul style="list-style-type: none"> <li>■ Acknowledge and recognise good practice and behaviours</li> <li>■ Celebration of achievements</li> </ul>

# Health, Safety and Wellbeing

We recognise the importance of the health, safety and wellbeing of our employees, and the need to have a range of support available now and in the future. Supporting employees to be well and stay well is key to our success. We will provide a working environment that helps employees to thrive.

The pandemic has had a lasting effect and coupled with significant energy costs, the rise in inflation and cost-of-living crisis we recognise the psychological impact on our staff. Therefore building strength and resilience across the workforce is critical for future sustainability.

This theme builds on the existing range of support we have in place and the introduction of a Wellbeing Strategy will allow us to review our approach, capture the positive steps already taken, and plan for the future.

Employee surveys and focus groups will help us target our plans which will cover physical and mental wellbeing as well as flexibility and blended working.

We will...	How we will deliver this
Prioritise health, safety and wellbeing to ensure we have a resilient and healthy workforce	<ul style="list-style-type: none"> <li>■ Introduce a Wellbeing Strategy</li> <li>■ Review relevant HR policies and procedures</li> </ul>
Provide all employees with relevant training and support to ensure safe working practices are applied	<ul style="list-style-type: none"> <li>■ Review of mandatory Health and Safety Training</li> <li>■ Capture individual needs and requirements through regular discussion</li> </ul>
Ensure access to a wellbeing offer that responds to employee needs	<ul style="list-style-type: none"> <li>■ Targeted initiatives in response to employee survey or reacting to events</li> <li>■ Promotion via multiple methods to reach the whole workforce</li> </ul>
Offer an environment that supports employees to adopt a healthy work life balance	<ul style="list-style-type: none"> <li>■ Work in partnership with Public Health on wellbeing campaigns</li> <li>■ Review and promote policies that support work life balance</li> </ul>

# Implementation

The People Strategy will be implemented through a combination of existing action plans and programmes of work and the introduction of new approaches. These will be reviewed and realigned to ensure a cohesive, collective approach to ensure delivery of the priorities set out in the Council Plan.

Existing action plans and programmes, along with new areas of work include:

- EDI Action Plan – Disability Confident, Race at Work Charter
- Blended Working Policy
- Health and Wellbeing Strategy, including Better Health at Work Award
- Diverse Development Programmes
- Gender Pay Gap expanded to include Ethnic Origin and Disability
- Workforce Profile Data
- Member Development Strategy and Development Programme
- Cultural Transformation Programme
- Transformation Strategy
- Partnership Strategy.

Action plans and specific targeted plans and work will be developed to deliver actions not already under way. Targets and key milestones will be identified to monitor progress against the People Strategy aims.

In addition to cross-council planning, this will involve departmental leadership teams being fully engaged in the development of plans to reflect specific service needs.

## Delivering the People Strategy - The role of HR

The role of Human Resources is to support the Council in realising and achieving the Mayor's Vision and corporate priorities through its people. Owning the People Strategy, HR will work with leaders and managers to attract and retain a highly motivated workforce. We will deliver the People Strategy by providing professional expertise, projects, policies, and processes which:

- are future focused and provide flexibility to facilitate growth, change and innovation
- contribute to the creation of a positive and inclusive working environment
- make employees feel valued and able to achieve their full potential
- support all employees to carry out their roles effectively
- ensure compliance with legislation
- make the most efficient and effective use of resources.

# How will we know it's working?

Our aim is to have a diverse workforce who are proud to work for Middlesbrough Council, with high performing teams that are customer focussed. Our leaders will lead by example, and everyone will demonstrate the right behaviours. This will be demonstrated through:

- Higher rate of candidate attraction
- Successful recruitment
- Reduction in turnover
- Reduced sickness absence
- More diverse workforce
- Positive employee engagement rates
- Staff satisfaction rates
- Reductions in standards complaints.

## Monitor and Review

To ensure focus upon and strengthen delivery of the People Strategy, associated delivery plans will be developed and the activity required to deliver the measures of success will be monitored in-line with the approved governance arrangements and the corporate performance management arrangements.

Alongside this, the delivery plans will either adhere to the corporate Programme and Project Management Framework, and / or have robust milestone plans to be assessed against. Progress against delivery of the

activities required will be monitored on a monthly basis and reported to the Independent Improvement Advisory Board, as part of the formal arrangements in place for the corporate governance improvement plan, alongside updates to meetings of full Council.

Whilst we acknowledge some objectives and outcomes may take more than a year to achieve, the People Strategy will be reviewed on an annual basis to ensure it can adapt to organisational needs.

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**MIDDLESBROUGH COUNCIL**

<b>Report of:</b>	Director of Regeneration
<b>Relevant Executive Member:</b>	Executive Member for Regeneration
<b>Submitted to:</b>	Executive
<b>Date:</b>	22 May 2024
<b>Title:</b>	Developing a New Nunthorpe Community Facility
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Council Plan priority:</b>	Safe and resilient communities
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will incur expenditure or savings above £250,000
<b>Subject to call in?:</b>	Yes
<b>Why:</b>	Non-urgent Report, and place on Executive Forward Work Programme.

#### **Proposed decision(s)**

To seek Executive approval to proceed with the works required to develop a planning application for a new community facility in Nunthorpe, seek planning approval and to proceed with discussions of a 25-year lease with the preferred operational management organisation.

#### **Executive summary**

The report seeks to outline the steps taken since the last Executive Approval to deliver a new community facility in Nunthorpe and seeks approval to proceed to the next stage of the project.

The report requires an Executive approval as the decisions would lead to expenditure that would exceed £250,000.

Other options have been scoped by officers and are outlined within the report. It is believed that the recommendation presented within the report supports the requirements of both the local community and meets the aims and objectives of the Council.

## **Purpose**

1. To seek Executive approval to proceed with the works required to develop a planning application for a new community facility in Nunthorpe, seek planning approval and to proceed with discussions of a 25-year lease with the preferred operational management organisation.

## **Recommendations**

2. It is recommended that the Executive provides approval to proceed to the next stage of the project, which includes:
  - a) the design process and site surveys for a planning application submission
  - b) a tender process to identify a preferred developer partner;
  - c) securing planning approval; and,
  - d) continuing discussions with preferred operational management organisation and to develop 25 year lease agreement.

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

3. The Council has undertaken an option appraisal process to identify the most appropriate location for a new community facility in Nunthorpe, including a public consultation. The option appraisal identified the location adjacent to the new GP Surgery.
4. Concept designs have been completed followed by a process to identify a preferred operational management organisation.
5. The project is ready to proceed to the next stage.

## **Background and relevant information**

6. There has been a long standing requirement for new community space to be developed within the Nunthorpe area. The need for such space has been communicated by residents, community groups and local elected members for some time.
7. In 2020, Middlesbrough Council, in conjunction with community representatives developed a series of commitments that were intended to ensure that the local community were engaged in the area's future and would ultimately lead to the development of a Neighbourhood Plan. Again, the need for a new community facility was clearly communicated as a priority for the local community.
8. As part of this work, a number of proposals came forward to develop new community space, in different parts of Nunthorpe. One proposal identified a site owned by the Council adjacent to the new GP Surgery off Stokesley Road, and the other identified an opportunity to build on the existing Nunthorpe and Marton Playing Fields Association facilities off Guisborough Road.
9. Also in 2020 a significant allocation of Town's Fund resources was added to the existing Council funds to ultimately provide a budget of £0.971m to deliver a brand new community

facility at Nunthorpe. The facility is anticipated to start construction in early 2025 and complete construction by early 2026.

10. A process to look at specific proposals for each site was undertaken by the Council and other external stakeholders in 2021, but no formal conclusion was reached.
11. A report was subsequently approved by Executive in September 2022, which identified the need for community consultation, and a focus on identifying the most appropriate location for the facility. The report stated that the Council would manage the design and build of the new facility, but a process would also need to be undertaken to appoint an organisation to run it. As there is no revenue budget available from the Council to support the running of the facility, the selected organisation would need to demonstrate a viable, sustainable business plan.
12. As a result, a consultation on the location options was conducted between December 2022 and January 2023 for a period of 6 weeks. The consultation asked members of the public to provide positive and negative feedback for both options and asked which location people would prefer.
13. Following the completion of the consultation, officers undertook an option appraisal which aimed to objectively consider the two locations based on several key factors that would affect whether the location would be suitable for a new facility. The outcomes of the consultation were also fed into the process to ensure the public view had a direct influence on the outcome.
14. As with the community consultation, the option appraisal also identified the land adjacent to the GP surgery as the optimum location. It was therefore proposed that the preferred location for the community facility be identified as the land adjacent to the new GP Surgery.
15. In March 2023, Executive approved the proposed location and granted permission to proceed with early-stage design work and to utilise this to identify an appropriate organisation to operate the new community facility.

### Concept Designs

16. Design Services team worked closely with the Project Manager to develop a scheme that is believed to be deliverable with the available budget. The new Community Facility has been designed as a single storey building and has considered space requirements for future expansion ambitions. The proposed site layout plan can be found within Appendix 1, plus an internal layout of the building can be found within Appendix 2.
17. The proposed new community facility will provide circa 232sqm of internal floor area and will comprise of:
  - a) office space;
  - b) a kitchen and servery;
  - c) x2 multifunctional community rooms;
  - d) toilet facilities; and,
  - e) cleaning/plant and storage space.

18. Externally there are proposals for a new Community Garden, of which will be delivered once construction work is complete. This will be delivered by a separate department within the Council, but it is expected it will be managed and maintained as part of the overall operation of the community facility.
19. Car parking provision has been calculated using planning guidance and will be confirmed when a transport assessment is completed at full design stage.

#### Identifying an Operator Process

20. A two stage process to identify an operator was developed with Valuation and Estates.
21. Stage 1 sought expressions of interest between 19<sup>th</sup> February 2024 and 26<sup>th</sup> February 2024. The opportunity was advertised on the Councils website, social media and a press release was sent to the Evening Gazette.
22. Three organisations submitted expressions of interest, and all were invited to take part in stage 2. Organisations were given between 27<sup>th</sup> February 2024 and 15<sup>th</sup> March 2024 to complete stage 2.
23. Stage 2 of the process asked interested organisations to submit a business case, of which was scored against the following pre-determined scoring criteria:
  - a) Section 1 – Summary of the aims and objectives;
  - b) Section 2 – Scope of activities proposed at the facility;
  - c) Section 3 – Provide evidence of Community Support, to provide information in relation to social regeneration and how the facilities would be accessible for all;
  - d) Section 4 – To outline the proposed management arrangements, health and safety process, safeguarding policy, and what their understanding of planned preventative maintenance and statutory compliance;
  - e) Section 5a – To provide full finance details of how the organisation is currently funded and how they propose to fund the proposal, including copies of accounts, budgets for maintenance and repairs, expected running costs, proposed charging model and programme delivery costs;
  - f) Section 5b – Full financial details of how they proposed to fund the proposal including income generation, ability to raise other funds and marketing proposals; and,
  - g) Section 6 – Evidence of management structure and previous experience in management of buildings.
24. All three organisations submitted stage 2 applications. A scoring panel made up of officers from Housing Growth, Valuation and Estates and Environment, Property & Commercial Services evaluated all bids and have identified a preferred operator.
25. The winning bid was submitted by a consortium led by Nunthorpe Parish Council with Nunthorpe Community Council and Nunthorpe Institute. It was felt that this bid met the requirements of the Council and local community.

26. It is proposed Valuation and Estates will work closely with the Consortium to further develop their proposals further ahead of drafting a 25 year lease agreement. Officers are confident that there will be no revenue support required by the Council to support the sustainability of the scheme. Once Planning Approval is granted, officers will seek present a further report to Executive outlining details of the proposed lease agreements and to seek approval to proceed to construction.

### Scheme Milestones

27. The proposed scheme milestones are as follows:

<b>Milestone</b>	<b>Target Completion</b>
<b>Milestone subject to this report</b>	
Complete full construction designs and Site Investigations	September 2024
Submit Planning Application	September 2024
Planning Committee Decision	December 2024
Construction Tender	December 2024
Agree 25 year lease terms	December 2024
<b>Subject to future approval from Executive</b>	
Seek Executive Approval to proceed to Construction Stage and present terms of 25 year lease.	January 2025
Award Construction Contract	January 2025
Start on Site	February 2025
Enter into Lease with Operator	March 2025

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

28. There are two alternative options for Executive to consider. These are:

- a) to proceed with an alternative operator; and,
- b) not to develop a community facility in Nunthorpe.

29. It is believed that both these options would not meet the identified needs for the community and/or would be a revenue risk and reputational risk to the Council.

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

#### ***Financial (including procurement and Social Value)***

30. The total capital budget for the project is £0.971m. The funding is contractually secured and no supplementary Council Capital resource is required. Funding is allocated as follows:

- a) £0.756m Town's Fund grant;
- b) £0.100m Council capital; and,
- c) £0.115m Section 106 developer contributions.

31. The management regime assumes that the lease to the approved operator is on a full repair and insure basis; with no revenue requirements from Council resources. This will be validated in the next stage of lease negotiations with the approved operator. There remains

a retained risk for the facility to call on council revenue resources, in the event that the operator defaulted; for whatever reasons.

32. The process to identify a main contractor for the construction project will be undertaken through a competitive tender process, details of which will be presented to Executive before proceeding with the contract award.
33. Should the tenders received be in excess of the available budget a value engineering process will be undertaken to ensure that the project costs are no more than the available funding.
34. The process to appoint an organisation to run the new facility has identified a preferred partner. As part of the process the Council's Valuation and Estates team assessed all business plans provided, including full financial details of assumptions of operating costs and income generation in respect of the community facility. Officers will continue to work closely with this organisation to develop a 25 year lease agreement that will strive to ensure no further ongoing revenue costs will fall to the Council.
35. The Council owns the land that has been identified for the community facility. The operator of the facility will sign a 25-year lease with the Council, there will be no annual payment to the Council in respect of the lease.
36. The finalised lease agreement may have implications associated with the Council's partial VAT exemption and how operational lease arrangements are financed under accounting regulations and guidance. Both issues will be appropriately assessed and the financial implications will be included within the subsequent Executive report.
37. The land is currently designated within the local plan for housing, see Appendix 3. The change in use will have an impact on the value of the land as per the table below.

Table 2 - Impact on the value of the land

	Current Valuation £m	Revised Valuation £m	Difference £m
Community Facility	-0.420	-0.300	0.120
Community Garden	-0.210	-0.150	0.060
Total	-0.630	-0.450	0.180

38. Additionally, the £0.630m capital receipt could be achieved at any point that the Council would choose to sell the land. By accommodating the facility the Council would forego any possible receipt for a minimum of 25 years.
39. At present the stated ambitions for housing on the Nunthorpe Grange site (of which this is part) can comfortably be accommodated on the remaining land. There are also expectations within the Local Plan around the provision of facilities and open space that would be located somewhere within the development. As such, by accommodating the facility on this site there will be no overall deduction in the number of houses created and as such no loss in potential Council Tax.

## **Legal**

40. The process to identify an organisation to operate the facility was undertaken in line with the appropriate Council policy. Any subsequent construction will also follow the local authority's standard procurement processes and a competitive process will be followed to ensure value for money is obtained for design and build.
41. The land is subject to the matters outlined by Legal Services in title reports issued on 11th January and 31st January 2023.
42. The subject land falls within the freehold title CE189247, of which the Council is the registered proprietor. If the project progresses to construction, then the Council would be required to avoid causing any obstruction to the rights granted within the transfer of land for the GP Surgery dated 5th August 2021.
43. The Council will ensure the required processes are followed to appropriate the land for the proposed use.
44. Lease of the community facility to be negotiated between Valuation & Estates and the chosen operational management organisation in accordance with the Lettings Disposal Policy (save for in respect of any concessions which may be agreed to promote any justified community benefit/s). Officers will work closely with Legal Services to develop the lease.

## **Risk**

Table 3 - Risks

<b>Risk</b>	<b>Mitigation</b>
Car parking provision increased following completion of a Transport Assessment.	Scheme submitted to Planning will be designed to meet any recommendations within the Transport Assessment.
Requirement for Revenue Support for facility during the 25 year lease period.	Whole life costings exercise has identified expected running and maintenance costs for the new facility. The consortium bid by the Parish demonstrates their ability to run the site sustainably for the 25 year lease period. Valuation and Estates team will provide ongoing support to the Consortium and once the Council are confident no revenue support will be required, lease will be drafted and presented to Executive.
Reputational risk if facility is not delivered.	Work carried out by Design Services provides confidence that the deigned scheme can be delivered within the available budget. The Council are also confident the proposed operator will have the ability to manage the facility sustainably for the period of the lease.

	Design Services will develop a scheme that will meet all planning requirements.
Tenders or build contract exceed existing budget.	Any subsequent construction phase would be subject to an appropriate competitive tender process.

45. This links to the following key strategic priorities as outlined in the revised Strategic Plan:

- a) improve life chances of our residents by responding to health inequalities;
- b) protect and improve our environment;
- c) promote inclusivity for all;
- d) support for adults to be independent for longer;
- e) promotion of new ideas and community initiatives; and,
- f) reduce crime and antisocial behaviour.

***Human Rights, Public Sector Equality Duty and Community Cohesion***

46. A Level 1 (Initial Screening) Impact Assessment (IA) accompanies this report at Appendix 4, and has found there to be no impact at stage one

***Climate Change / Environmental***

47. As part of the Council’s drive to achieve net carbon and in line with One Planet Living, developers will be encouraged to implement energy efficiency measures in line with building regulations, and to reuse and source local materials and labour to reduce transportation impacts.

***Children and Young People Cared for by the Authority and Care Leavers***

48. The Impact Assessment demonstrated that this development presents no impact on children and young people cared for by the Authority and care leavers.

***Data Protection / GDPR***

49. The proposed decision does not involve the collation and use of personal data.

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

Action	Responsible Officer	Deadline
Complete full construction designs and Site Investigations	Nigel Carr / Nicola Norman	8 <sup>th</sup> September 2024
Submit Planning Application	Nigel Carr / Nicola Norman	15 <sup>th</sup> September 2024
Planning Committee Decision	Planning	22 <sup>nd</sup> December 2024
Conduct Construction Tender	Nigel Carr / Nicola Norman	2 <sup>nd</sup> January 2025
Seek Executive Approval to proceed to Construction Stage and present 25 year lease.	Nicola Norman	31 <sup>st</sup> January 2025

## Appendices

1	Site Layout Plan
2	Internal Layout Plan
3	Wider Housing Allocation
4	Impact Assessment

## Background papers

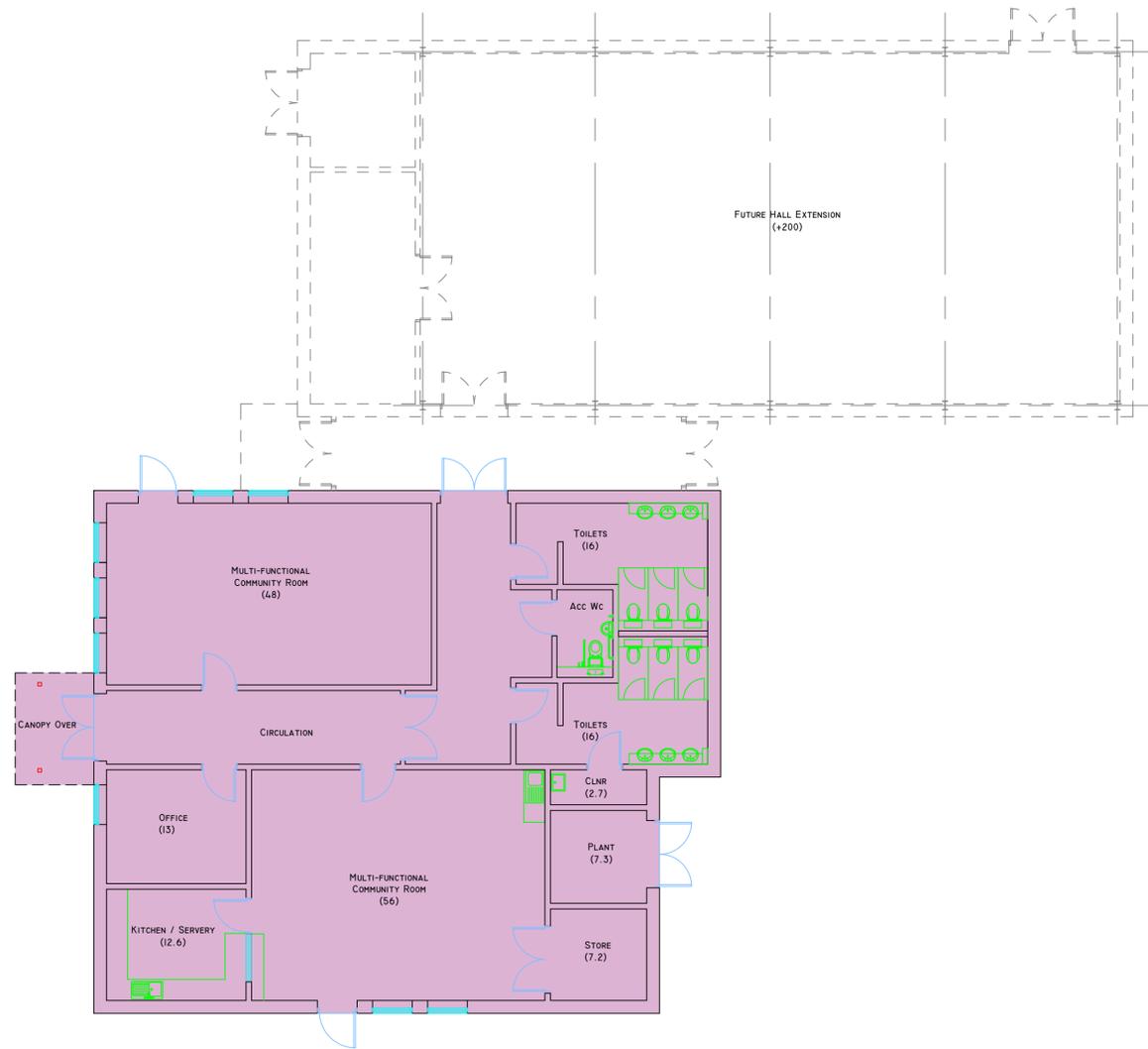
Body	Report title	Date
Council	Middlesbrough Local Plan	November 2014
Executive Sub Committee for Property	Newham Hall Farm/Nunthorpe Grange Farms – Surrender of Agricultural Tenancies	22 <sup>nd</sup> November 2017
Executive Property Sub Committee	Nunthorpe Grange Farm Masterplan	11 <sup>th</sup> July 2018
Single Member Executive	Nunthorpe Grange Design Code/Masterplan	23 <sup>rd</sup> January 2019
Executive	Proposal to Progress the Development of Nunthorpe Community Centre	6 <sup>th</sup> September 2022
Executive	Developing a New Nunthorpe Community Facility	7 <sup>th</sup> March 2023
Executive	The Disposal of Land at Nunthorpe Grange for Housing - Part A	20 <sup>th</sup> December 2023

**Contact:** Peter Brewer

**Email:** [peter\\_brewer@middlesbrough.gov.uk](mailto:peter_brewer@middlesbrough.gov.uk)

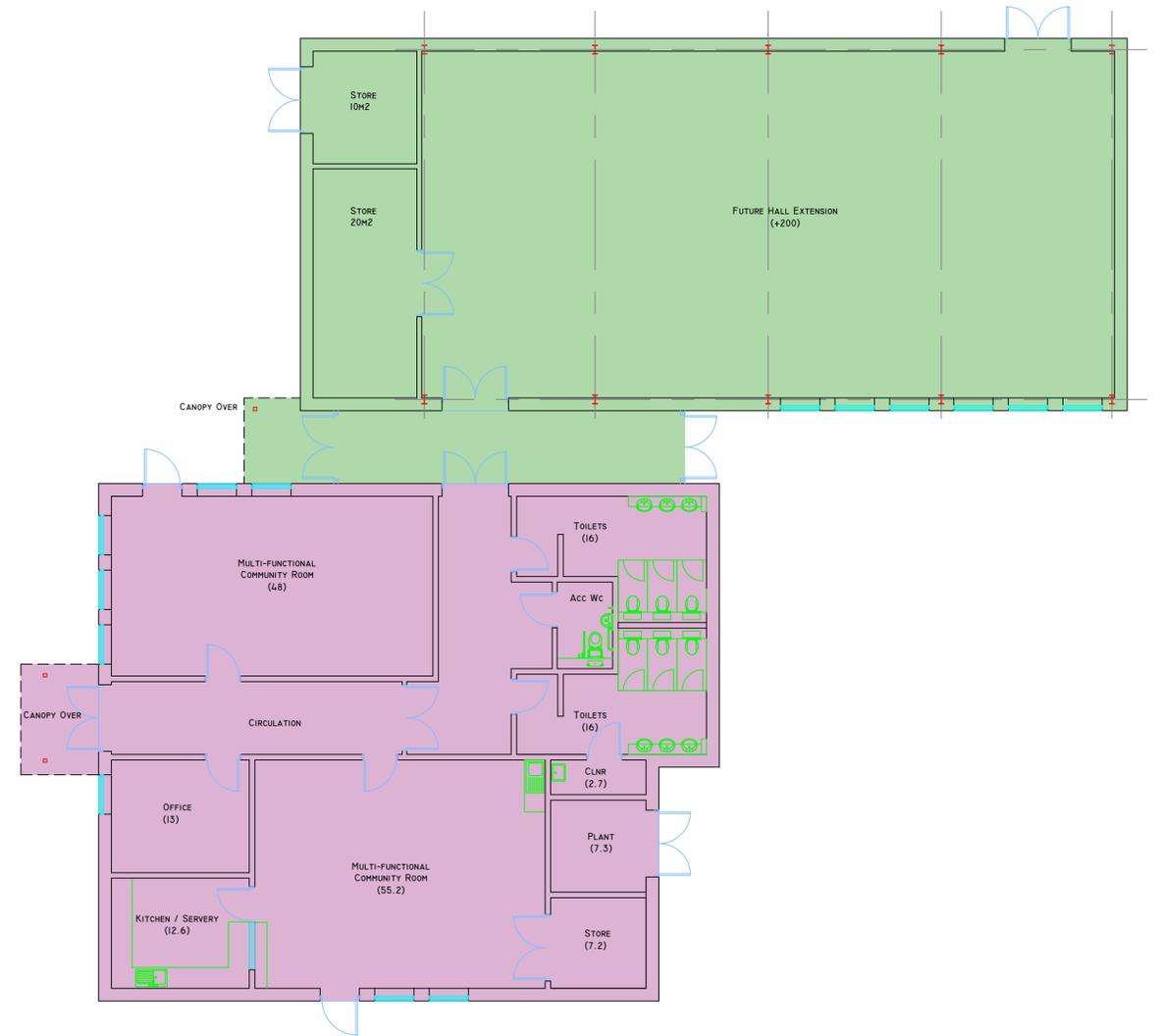
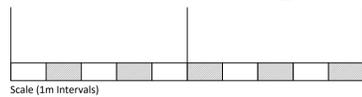


# OPTION 2



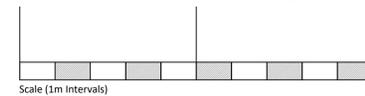
INTERNAL FLOOR AREA  
- 2325qm  
OVERALL BUILDING FOOTPRINT  
- 255,55qm

**GROUND FLOOR PLAN  
PHASE 1**



INTERNAL FLOOR AREA  
- 4915qm  
OVERALL BUILDING FOOTPRINT  
- 5355qm

**GROUND FLOOR PLAN  
PHASE 2**



REV	DATE	DESCRIPTION

PROJECT  
Nunthorpe Community Centre

DRAWING  
Option 2 - Proposed Layouts, Phase 1 & 2

SCALE  
1:100

DRAWN BY  
N.R

FILE REF  
953 / 2301

DRAWING NO  
A001

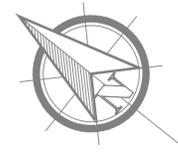
DATE  
Nov 23

**Design Services**  
Regeneration | Middlesbrough Council |  
Fountain Court, 119 Grange Road, Middlesbrough TS1 2DT



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**KEY NOTES**

**A - COMMUNITY CENTRE. PHASE 1**



Denotes: New build community centre comprising of Multi-function Rooms, Office, Kitchen with Servery, Toilets and Changing Areas, Plant Room and Storage. The facility will have the capacity to accommodate a broad range of both public and private uses.

**B - NEW COMMUNITY CENTRE. PHASE 2**



Denotes: New build community hall area including storage areas and plant suitable for a broad range of both public and private uses.

**C - COMMUNITY GARDEN**



Denotes: Future location for Community use garden area.

**D - PUBLIC CAR PARKING / ACCESS ROAD**



Denotes: 13No. parking bays including accessible parking space with dropped kerbs for accessibility to new community centre footpaths and service road for deliveries.

**E - PUBLIC BICYCLE STORE**



Denotes: Covered store for 6No bikes.

**F - FOOTPATHS**



Denotes: Line of new 1800mm wide tarmac type footpaths. All access points into the new buildings to be level access.

**G - LANDSCAPED AREAS**



Denotes: Grassed / Soft landscape areas.

**H - NEW FENCING / GATES**



Denotes: Future line of new 2000mm high powder coated weld mesh type fence with public access gates to future Community garden area.

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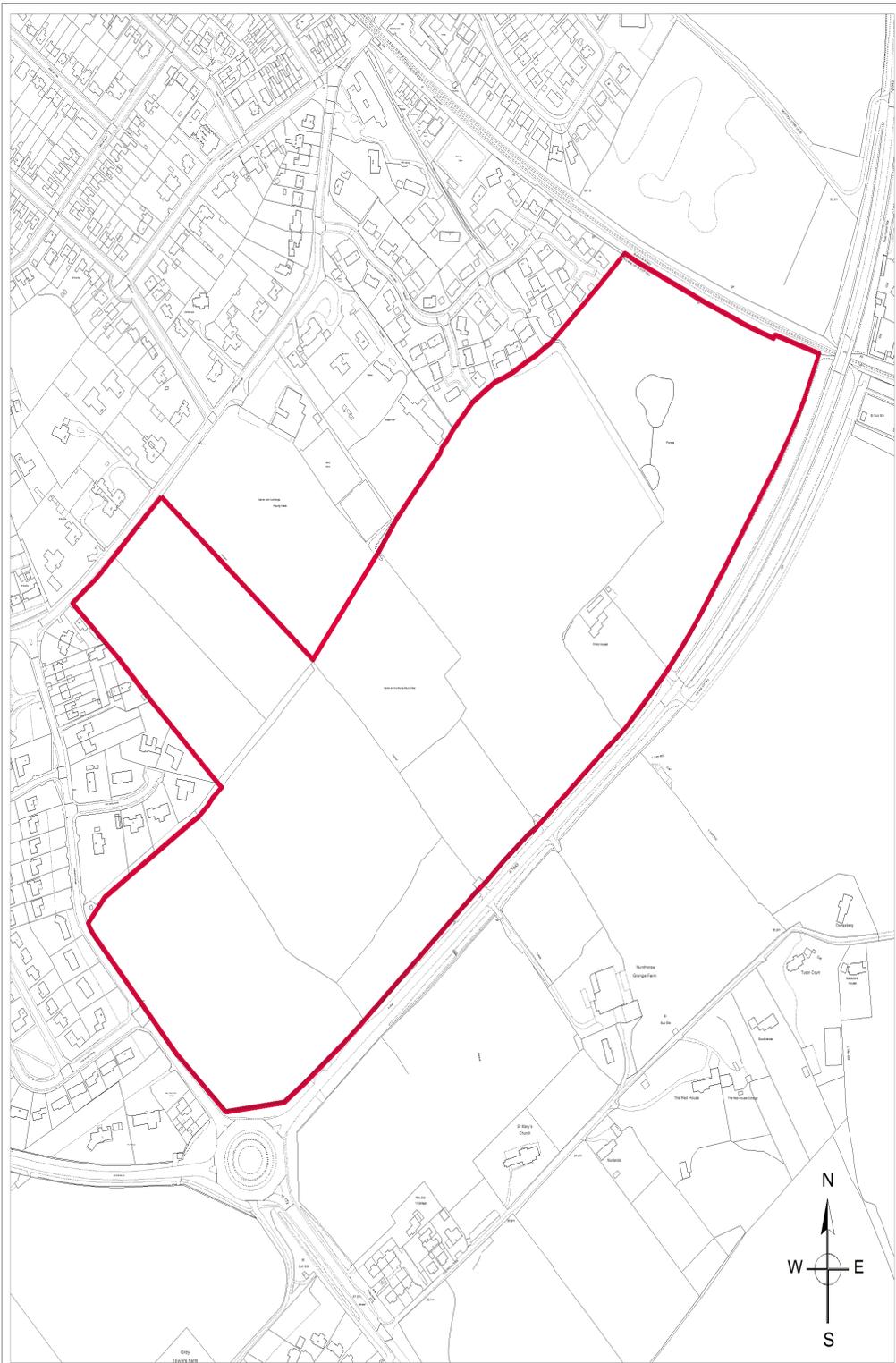
STOKESLEY ROAD

GREY TOWERS DRIVE

# Nunthorpe Community Centre Phase 1 & 2 - Site Arrangement Option 2

REV	DATE	DESCRIPTION
<b>PROJECT</b>		
Nunthorpe Community Centre		
<b>DRAWING</b>		
Option 2, Phase 1 & 2 Site Arrangement		
<b>SCALE</b>		
1:200	DRAWN BY	
FILE REF		DATE
953 / 2301	A003	Nov 23

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Head of Service Paul Clarke	Ref:
Service Area: Planning	Scale:
Created by: John Manders	Date: 21st March 2018

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Appendix 4 - Impact Assessment Level 1: Initial screening assessment

<b>Subject of assessment:</b>	Developing a new Nunthorpe Community Facility			
<b>Coverage:</b>	Crosscutting			
<b>This is a decision relating to:</b>	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
<b>It is a:</b>	<b>New approach:</b>	<input checked="" type="checkbox"/>	<b>Revision of an existing approach:</b>	<input type="checkbox"/>
<b>It is driven by:</b>	<b>Legislation:</b>	<input type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>
<b>Description:</b>	<p><b><u>Key aims, objectives and activities</u></b> To assess the impact of the proposal to deliver a new Community Facility in Nunthorpe.</p> <p><b><u>Key stakeholders and intended beneficiaries (internal and external as appropriate)</u></b> The proposals are based upon the desire to assist the areas to secure the social and economic regeneration of the community for the benefit of local residents.</p> <p><b><u>Intended outcomes</u></b> To support the requirements of the local community whilst meeting the aims and objectives of the Council.</p>			
<b>Live date:</b>	April 2024			
<b>Lifespan:</b>	25 years			
<b>Date of next review:</b>	Not Applicable			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<p><b>Human Rights</b></p> <p>Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>It is considered that the project will not impact negatively on individual human rights as the proposal represents a significant and positive enhancement for the local and wider area.</p> <p>Middlesbrough Council understands the importance of delivering improvements to our residents' communities and how the physical environment can impact on quality of life.</p> <p>This ethos of this project underpins the requirement of being as effective as possible, to support sustainable growth in Middlesbrough's communities and economy</p>
<p><b>Equality</b></p> <p>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>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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"> <li>a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;</li> <li>b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, and</li> <li>c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul> <p>It is considered that the proposed project will not have a disproportionate adverse impact on a group, or individuals, because they hold a protected characteristic.</p>
<p><b>Community cohesion</b></p> <p>Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There are no concerns that the proposal could have an adverse impact on community cohesion.</p> <p>The decision to deliver the projects will provide a positive impact on relationships between different groups.</p>

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

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<p><b>Armed Forces</b></p> <p>Could the decision impact negatively on those who are currently members of the armed forces of former members in the areas of Council delivered healthcare, compulsory education and housing policies?*</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There are no concerns that the proposal could have a negative impact on those who are currently members of the armed forces or former members.</p> <p>The decision to deliver the projects will provide a positive impact on relationships with this group.</p>
<p><b>Care leavers</b></p> <p>Could the decision impact negatively on those who are care experienced?*</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There are no concerns that the proposal could have negative impact on those who are care experienced.</p> <p>The decision to deliver the projects will provide a positive impact on those who are care experienced.</p>
<p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>➡ If the answer to all of the above screening questions is No then the process is completed.</li> <li>➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</li> </ul>				

<b>Assessment completed by:</b>	Peter Brewer	<b>Head of Service:</b>	Sam Gilmore
<b>Date:</b>	24/04/2024	<b>Date:</b>	

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Director of Regeneration – Richard Horniman
<b>Relevant Executive Member:</b>	Executive Member for Regeneration – Councillor Theo Furness
<b>Submitted to:</b>	Executive
<b>Date:</b>	22 May 2024
<b>Title:</b>	Sale of TeesAMP
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Council Plan priority:</b>	A successful and ambitious town
<b>Key decision:</b>	Yes
<b>Why:</b>	Decision(s) will incur expenditure or savings above £250,000
<b>Subject to call in?:</b>	Yes
<b>Why:</b>	Key Decision

<b>Proposed decision(s)</b>	
That the Executive: <ul style="list-style-type: none"> <li>a. approves the sale of TeesAMP (1 &amp; 2) to <i>(Ref A Buyer Name – Exempt from Publication Appendix I)</i> for the sum of <i>(Ref B Sale Price – Exempt from Publication Appendix I)</i>; and,</li> <li>b. delegates the agreement of any final revisions to the price to the Director of Finance.</li> </ul>	

<b>Executive summary</b>	
<p>The 23<sup>rd</sup> November 2023 Asset Review report to Executive identified the sale of a number of assets including TeesAMP as being critical to the delivery of the Medium Term Financial Plan (MTFP). In particular, the funding of investment in the transformation programme through application of capital receipts from assets sales through the Council’s Flexible Use of Capital Receipts Strategy is essential due to the lack of sufficient revenue reserves to meet these costs.</p> <p>The two elements of the site (comprising the developed units - TeesAMP 1, and the undeveloped land – TeesAMP 2) have been marketed for sale as a joint package. The interest in purchasing the site has been strong, with multiple offers received. A ‘best and final’ offer stage has subsequently been undertaken which has led to the recommended offer significantly exceeding the expected receipt.</p>	

## **1. Purpose**

1.1 To seek Executive approval to dispose of the Council's freehold interest in TeesAMP (1 & 2) in accordance with the Council's Asset Disposal Process.

## **2. Recommendations**

2.1 That the Executive:

- a) approves the sale of TeesAMP (1 & 2) to *(Ref A Buyer Name – Exempt from Publication Appendix I)* for the sum of *(Ref B Sale Price – Exempt from Publication Appendix I)*; and,
- b) delegates the agreement of any final revisions to the price to the Director of Finance.

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

3.1 Disposal of TeesAMP as proposed would generate a significant capital receipt that is critical to the delivery of the MTFP.

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

4.1 The Medium Term Financial Plan (MTFP) Refresh 2024/25 to 2026/27 report agreed by Executive on 23rd August 2023 regarding the Council's overall financial position set out the challenges faced in setting a balanced budget for 2024/25 and beyond.

4.2 The Review of Capital Receipts Strategy 2023/24 report agreed by Executive on 21st November 2023 regarding the Flexible Use of Capital Receipts set out the importance of securing capital receipts from asset sales that may be used to support the Council's financial position in one of three ways:

- c. to fund investment in projects that will either deliver ongoing revenue savings or deliver transformation in public service delivery through cost and/or demand reduction in accordance with Government regulations governing the Flexible Use of Capital Receipts;
- d. to repay the Council's debt and reduce the annual costs of repaying principal and/or interest on such debt; and,
- e. to invest in infrastructure through the capital programme.

4.3 The 2024/25 budget and MTFP, Council Tax Setting and Treasury Management report approved by Council on 8 March included a plan to achieve capital receipts totalling £19.7m in 2024/25 rising to £44.7m by 2026/27 in order to finance the capital programme (£18m), transformation programme and redundancies (£26.7m).

4.4 The Asset Review report agreed by Executive on 21st November 2023 recommended a significant programme of asset sales be brought forward, in addition to the existing pipeline of land and properties being brought forward for disposal. The key asset listed for sale within the report was TeesAMP. The Asset Disposal Business Case is included as Appendix II.

- 4.5 Since these reports were agreed by Executive in November there has been an extensive marketing process undertaken through leading national property agents Cushman & Wakefield. The process has focused on finding an appropriate buyer for the developed units (TeesAMP 1) and the undeveloped land (TeesAMP 2).
- 4.6 The latest valuation placed on the site by Cushman & Wakefield at the outset of the process was £14,450,000 with an expectation that although the market for commercial developments is relatively flat, there should be sufficient interest to achieve this valuation.
- 4.7 The market interest generated by the process has been significant, with over 50 potential bidders registering an interest. Almost all of the potential bidders were identified as nationally recognised, significant investors with the ability to fund the purchase directly.
- 4.8 An extended period of due diligence has followed, culminating in the receipt of 13 bids – most of which were in excess of the valuation. A period of ‘best and final’ offers was undertaken, with bids subsequently improving. The final figures offered are all listed in the Exempt from Publication appendix (Ref C Final Bid Figures – Exempt from Publication Appendix I).
- 4.9 The highest offer is recommended for approval and is significantly higher than the valuation estimate, prior to the bid exercise.
- 4.10 The bid amount and identity of purchaser has been held as exempt from publication as not to prejudice either party’s commercial interests until the sale completes. i.e. it is possible for competitors to derive important commercial information about yield ratios or investment thresholds. As such, and pursuant to the Access to Information Procedure Rules at section 16.12.2 (Category C) of Middlesbrough Council’s Constitution.
- 4.11 When the sale is legally complete, the sale details will be in the public domain and, typically, published on the Land Registry within six months of sale completion.
- 4.12 Cushman and Wakefield have assessed the detail of the bids and have concluded that the highest offer of (Ref B Sale Price – Exempt from Publication Appendix I) submitted by (Ref A Buyer Name – Exempt from Publication Appendix I) should be the recommended bid. This has been reviewed by officers with the same conclusion reached. This is therefore the bid recommended within this report.
- 4.13 As with any property deal of this nature, there will be a series of minor issues that are negotiated further as the legal paperwork is finalised. It is not anticipated that the headline sale figure would vary significantly as a result of this, but delegation is also sought for any minor revisions to be agreed by the Director of Finance.

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

### ***Retain The Site Within Council Ownership***

- 5.1 The assessment made through the Council’s recent Asset Review identified that the site had significant commercial sale potential, and that the value would be maximised by securing a sale whilst fully occupied with strong lettings in place. The Council also does not traditionally invest sufficient funds in the ongoing renewal of commercial properties to retain this level of value for an extended period. Retaining the site within Council ownership would enable the retention of the annual rental income but would

miss the opportunity to secure the significant capital receipt required to deliver the Council's MTFP which underpins the achievement of the Council Plan, and risk the loss of value experienced through lack of ongoing investment.

***Retain The Site Within Council Ownership Utilising Alternative Management Arrangements***

5.2 The potential exists to seek alternative management arrangements for TeesAMP, that could potentially address the lack of ongoing investment. This could not be achieved however without foregoing a proportion of the annual revenue income. This would still miss the opportunity to secure the significant capital receipt needed to deliver the Council's MTFP and the Council Plan.

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

***Financial (including procurement and Social Value)***

6.1 The MTFP approved by Council on 8 March 2024 included the Capital Programme and Funding Statement as summarised in Table 1 below. This includes the requirement to deliver total capital receipts of £19.7m in 2024/25 rising to £44.7m over the period to 2026/27. This will fund the main capital programme and transformation investment, redundancy costs and the associated contingency budget via the Flexible Use of Capital Receipts Strategy.

**Table 1: Summary of Capital Programme 2024/25 to 2026/27**

Summary of Capital Programme 2024/25 to 2026/27							
	2024/25 £m	2025/26 £m	2026/27 £m	TOTAL		Council Funding £m	External Funding £m
Directorates	61,449	65,518	7,913	134,880		70,959	63,921
Transformation Programme	5,500	4,800	3,300	13,600		13,600	-
Redundancies	6,500	-	-	6,500		6,500	-
Contingencies	1,700	2,900	2,000	6,600		6,600	-
Exceptional Financial Support (EFS)	13,400	-	-	13,400		13,400	-
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>88,549</b>	<b>73,218</b>	<b>13,213</b>	<b>174,980</b>		<b>111,059</b>	<b>63,921</b>
	2024/25 £m	2025/26 £m	2026/27 £m	TOTAL		Council Funding £m	External Funding £m
<b>FUNDED BY</b>							
Prudential Borrowing	23,037	28,009	1,913	52,959		52,959	-
EFS Borrowing	13,400	-	-	13,400		13,400	-
Capital Receipts	6,000	6,000	6,000	18,000		18,000	-
Flexible Receipts	13,700	7,700	5,300	26,700		26,700	-
Grants	29,897	27,931	-	57,828		-	57,828
Contributions	2,515	3,578	-	6,093		-	6,093
<b>TOTAL FUNDING</b>	<b>88,549</b>	<b>73,218</b>	<b>13,213</b>	<b>174,980</b>		<b>111,059</b>	<b>63,921</b>

6.2 The Council would receive a capital receipt of (*Ref B Sale Price – Exempt from Publication Appendix I*).

6.3 As stated above, this would enable the Council to utilise the capital receipts for the following purposes:

- a) to fund investment in projects that will either deliver ongoing revenue savings or deliver transformation in public service delivery through cost and/or demand reduction in accordance with Government regulations governing the Flexible Use of Capital Receipts;

- b) to repay the Council's debt and reduce the annual costs of repaying principal and/or interest on such debt; and,
- c) to invest in infrastructure through the capital programme.

6.4 The site is currently fully occupied with all business rates and operational costs being met by tenants with a net rental income of £1.05m per year for the Council. In the event that the site was not fully occupied, business rates and operational cost would fall to be met by the Council. The loss of this net income has been factored into the approved 2024/25 MTFP as part of the findings of the Asset Review.

6.5 The Council is not able to borrow to fund transformation expenditure under current government regulations with the exception of some short term funding of any timing delay to realising capital receipts v incurring transformation expenditure via approved Exceptional Financial Support. However, it should be noted that the revenue cost of borrowing a sum in the region of £14m would be approximately £1m per annum and is therefore broadly equivalent to the loss of income.

6.6 The disposal of the site also removes the requirement for the Council to finance the development of the remediated land at TeesAMP 2, for which £8.8m was previously included within the Council's Capital Programme but has been removed from the 2024/25 to 2026/27 programme.

6.7 Members will recall that £13.6m of Exceptional Financial Support (EFS) was approved in principle by DLUHC in February 2024 in the form of borrowing. Within this total, an amount of £4.6m was included to cover the risk of a delay in the timing of the realisation of capital receipts compared to the planned £13.7m of investment in the transformation programme and redundancy costs. The sale of TeesAMP will mitigate against the need to draw upon this element of EFS.

6.8 The Council has an obligation to achieve best value when considering asset sales. In terms of an assessment of best value, the valuation undertaken by Cushman & Wakefield at the start of the process confirmed that the current market value would be £14,450,000. Many of the offers received throughout the competitive process were in excess of this valuation, with the recommended bid representing a significant uplift to this figure.

6.9 Financial assistance was originally sought from TVCA to fund the development of TeesAMP 1 including a repayable grant of £7.650m (the 'Grant'). Under a Funding Agreement dated 14th February 2018 (the 'Funding Agreement') it was set out that the Grant shall be repaid to TVCA via Business Rates achieved from the occupiers on the development, and therefore formal consent to any disposal must be obtained from TVCA. Provided that an agreement remains in place to continue the payment of Business Rates to TVCA to cover the outstanding Grant, TVCA cannot unreasonably withhold their consent to the disposal. It is proposed therefore that an alternative agreement is put in place to confirm the ongoing repayment through Business Rates.

6.10 As at 31 March 2024, £1.001m of business rates relating to the site have been collected on behalf of TVCA, leaving £6.649m as outstanding. At the current collection rate of £0.422m per annum the outstanding £6.649m would be repaid by 2039/40. However, upon development of TeesAMP 2 the income from business rates on the wider site is anticipated to increase by approximately 50%, accelerating the payback period.

6.11 TVCA's consent to the proposed disposal, and the continued repayment through Business Rates has been formally sought. The Council could proceed with the sale without TVCA's formal written consent, but the terms of the Funding Agreement would require the Council to hold all sale proceeds on trust for use in the repayment of the Grant until consent is received.

### ***Legal***

6.12 The site would be disposed of freehold in accordance with standing financial orders and the established asset disposal protocol. Womble Bond Dickinson would act on behalf of the Council in respect of the proposed disposal.

6.13 As noted above, financial assistance was originally sought from TVCA to fund the development of TeesAMP 1 including a repayable grant of £7.65m. Under a Funding Agreement dated 14th February 2018 it was set out that the Grant shall be repaid to TVCA via Business Rates achieved from the occupiers on the development, and therefore formal consent to any disposal must be obtained from TVCA.

6.14 Provided that an alternative mechanism is agreed (prior to completion of the sale) to cover the repayment of outstanding Grant, TVCA cannot unreasonably withhold their consent to the disposal. It is proposed therefore that an alternative agreement is put in place that would continue the repayment through Business Rates, and the acting solicitors will need to ensure that any residual liability on the Council is avoided/minimised (as far as can be negotiated). This would need to be considered in the drafting of the appropriate conveyancing documentation once the terms of the repayment mechanism are agreed.

6.15 The roads on the estate have also not yet been adopted, and the future sewer adoption arrangements will depend on the agreed extent of roadway which is to be adopted as part of finalising the sale. The buyer will expect to be indemnified against the costs of maintaining these services (until such time as the services are in fact adopted) if arrangements cannot be finalised prior to completion of the sale.

### ***Risk***

6.16 The generation of the significant capital receipt through the sale of TeesAMP would contribute towards reducing the overall risk to the Council's ability to set a balanced budget (SR-01).

### ***Human Rights, Public Sector Equality Duty and Community Cohesion***

6.17 The sale of TeesAMP does not impact directly upon the above.

### ***Climate Change / Environmental***

6.18 Although TeesAMP houses significant business investments around Net Zero activity, the transfer of ownership from the Council to a private sector buyer does not affect the overall contribution to the green agenda.

***Children and Young People Cared for by the Authority and Care Leavers***

6.19 The sale of TeesAMP does not impact upon the care of children and young people.  
**Data Protection**

6.20 The information held by the Council on lettings etc. will be passed to the buyer as part of the normal handover of the asset.

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

Action	Responsible Officer	Deadline
Completion of the legal sale of TeesAMP to the identified buyer	Director of Regeneration	31 <sup>st</sup> May 2024

**Appendices**

I	Exempt from Publication Appendix (Buyer Identity and Sale Price)	
II	Asset Disposal Business Case	
III	Impact Assessment Level 1 – Initial Screening Assessment	

**Background papers**

Body	Report title	Date
Executive	Medium Term Financial Plan (MTFP) Refresh 2024/25 to 2026/27	23 <sup>rd</sup> August 2023
Executive	Review of Capital Receipts Strategy 2023/24	23 <sup>rd</sup> November 2023
Executive	Asset Review	23 <sup>rd</sup> November 2023

**Contact:** Richard Horniman

**Email:** Richard\_horniman@middlesbrough.gov.uk

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## APPENDIX II

**Asset Disposal Business Case**

Name of Asset:	Tees AMP, Riverside Park Road, Middlesbrough TS2 1ED
Asset Register Number:	1002260
Current Use:	The property comprises a prime multi-let industrial investment located on a business park at Riverside Park Road, adjacent the River Tees.  Situated approximately 0.5 miles from the Town Centre, 1 mile from Middlesbrough railway station and less than 1 mile from the A66, the property occupies a strategic regional position and offers some of the best commercial accommodation in the Tees Valley, with 181,000 sq. ft. of accommodation across 14 units.  Built within the last five years, the available units vary in size from approximately 3,000 sq. ft. to 30,000 sq. ft and all have a BREEAM 'Very Good' rating, with an EPC rating of A.
Valuation at Current Use (Asset Register)	£14,450,000
Reason for Disposal:	Generate Capital Receipt.
Latest Valuation (Proposed Disposal)	£14,450,000

**Asset disposal stream (Please Select):**

Generate Capital Receipt	1
Stimulate Economic Activity	2
Support Communities	3

(In the event of more than one stream being relevant, please rank in order of importance – 1, 2 &amp; 3)

**Officer requesting disposal (Responsible Service Manager):**

Name:	Richard Horniman
Position:	Director of Regeneration

**Could the asset be disposed of for an alternative use that may give a higher capital receipt to the Council:**

Yes		No	✓
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(To be completed by the Valuation &amp; Estates Team)

**If yes, please outline the potential use:**

N/A
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Estimated Value at Alternative Use	N/A
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**Is the Council proposing to dispose of the asset at an undervalue:**

Yes		No	✓
-----	--	----	---

(To be completed by the Valuation &amp; Estates Team)

**If yes, please outline the reasons why, and how, the proposed disposal will secure, promote or improve economic & social well-being:**

N/A

**Key factors to be considered when assessing potential disposals:**

1.	Capital receipt generated
2.	Promote the further regeneration of the site
3.	Provision of recurring income [Business Rates & Council Tax] in perpetuity

**Any additional financial factors to be considered other than immediate capital receipt:**

The proposed disposal of this asset, via an open market informal tender exercise, will ensure the Council is in a position to secure payment of a significant capital receipt during the current financial year 2024/2025.

The property requires major investment in order to deliver Phase 2 of the Council's vision & disposal as proposed will deliver substantial capital investment in Middlesbrough, facilitating the further regeneration of a prominent site situated on a highly visible section of the riverbank. Disposal as proposed also represents a major step towards the further development of & revitalising of the scope of commercial business premises available & operated within the Borough, strengthening the Town's overall business offer and helping to achieve its transformation goals.

As well as the above regeneration benefits, given that the output sale price will be generated through the application of an open & transparent bidding process, it is considered appropriate for the Council to proceed with a disposal via an informal tender competition on this occasion.

**Asset not needed by the Council – approved to proceed:**

Head of Asset Management	Yes	No	Date
	✓		25/04/2024

**Preferred method of marketing:**

Formal/Informal Offers	✓
Private Treaty	
Auction	
Community Asset Transfer Process	

**Method for final approval:**

Estimated Value	Approval Required	Authorised	Date
Up to £50,000	Valuation & Estates Manager		
Between £50,000 and £250,000	Director of Finance		
More than £250,000	Executive Committee		22 <sup>nd</sup> May 2024

Disposal Plan



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**APPENDIX III**

**Impact Assessment Level 1 – Initial Screening Assessment**

<b>Subject of assessment:</b>	Disposal of the Council’s freehold interest in TeesAMP			
<b>Coverage:</b>	Service specific			
<b>This is a decision relating to:</b>	<input type="checkbox"/> <b>Strategy</b>	<input type="checkbox"/> <b>Policy</b>	<input type="checkbox"/> <b>Service</b>	<input type="checkbox"/> <b>Function</b>
	<input type="checkbox"/> <b>Process/procedure</b>	<input type="checkbox"/> <b>Programme</b>	<input type="checkbox"/> <b>Project</b>	<input type="checkbox"/> <b>Review</b>
	<input type="checkbox"/> <b>Organisational change</b>	<input checked="" type="checkbox"/> <b>Other (please state)</b> Asset management		
<b>It is a:</b>	<b>New approach:</b>	<input checked="" type="checkbox"/>	<b>Revision of an existing approach:</b>	<input type="checkbox"/>
<b>It is driven by:</b>	<b>Legislation:</b>	<input type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>
<b>Description:</b>	<p><b>Key aims, objectives and activities</b> To assess the impact of the proposal to dispose of Council assets – in this instance TeesAMP.</p> <p><b>Statutory drivers (set out exact reference)</b> The Local Government Act 1972 Section 123, as amended by the Local Government Planning &amp; Land Act 1980 Section 118 Schedule 23 Part V.</p> <p><b>Differences from any previous approach</b> The subject properties have been declared surplus and there are no Council staff, or services that will be affected by the disposal proposed.</p> <p><b>Key stakeholders and intended beneficiaries (internal and external as appropriate)</b> The Council, buyer and the local community.</p> <p><b>Intended outcomes</b> The proposed disposal of the subject site would:</p> <ul style="list-style-type: none"> <li>• generate a significant capital receipt for the Council; and,</li> <li>• remove the Council’s liability for future holding costs, responsibility for, and maintenance of the site.</li> </ul>			
<b>Live date:</b>	May 2024			
<b>Lifespan:</b>	Not applicable.			
<b>Date of next review:</b>	Not applicable.			
<b>Screening questions</b>	<b>Response</b>			<b>Evidence</b>
	<b>No</b>	<b>Yes</b>	<b>Uncertain</b>	

<p><b>Human Rights</b> Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*</p>	☒	☐	☐	<p>It is considered that the disposal of the site will not impact negatively on individual human rights.</p>
<p><b>Equality</b> Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?*</p>	☒	☐	☐	<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"> <li>(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;</li> <li>(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, and</li> <li>(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul> <p>Consideration of this duty has shaped the proposals.</p> <p>It is considered that the proposal will not have a disproportionate adverse impact on a group, or individuals, because they hold a protected characteristic.</p> <p>Evidence used to inform this assessment includes engagement to date with relevant Council departmental teams and the proposed purchaser, together with analysis of the terms and conditions that will be incorporated within the proposed sale.</p>
<p><b>Community Cohesion</b> Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*</p>	☒	☐	☐	<p>There are no concerns that the proposal could have an adverse impact on community cohesion.</p>
<p><b>Sustainable Community Strategy Objectives</b> Could the decision impact negatively on the achievement of the vision for Middlesbrough?* Does this decision impact on the statutory duties associated with these key objectives?*</p>	☒	☐	☐	<p>In consideration of these outcomes, the proposal does not impact negatively upon the Council's sustainable community strategy objectives.</p>
<p><b>Organisational Management / Transformation</b> 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>No tangible relationship between the disposal of the site and the organisational management of the Council, or the transformation of its services (as set out in its Transformation Programme), have been identified. The funding secured through sale would however have the potential to contribute positively to the future transformation.</p>

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

**Next steps:**

- If the answer to all of the above screening questions is No then the process is completed.
- If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.

<b>Assessment completed by:</b>	David Velemir	<b>Head of Service:</b>	Richard Horniman
<b>Date:</b>	25/04/24	<b>Date:</b>	25/04/24

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