

EXECUTIVE

A meeting of the Executive was held on Wednesday 13 November 2024.

PRESENT: Mayor C Cooke - (Chair) and Councillors T Furness, P Gavigan, L Henman, J Ryles, P Storey, J Thompson and N Walker

PRESENT BY INVITATION: Councillors I Blades

ALSO IN ATTENDANCE: C. Forgan, D Hodgson (Local Democracy Reporting Service)

OFFICERS: M Adams, C Benjamin, S Bonner, M Brown, B Carr, A Davis, G Field, C Heaphy, R Horniman, D Middleton, E Scollay and J Tynan

APOLOGIES FOR ABSENCE: None.

24/41 **DECLARATIONS OF INTEREST**

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

24/42 **MINUTES - EXECUTIVE - 28 OCTOBER 2024**

The minutes of the Executive meeting held on 28 October 2024 were submitted and approved as a correct record.

24/43 **MIDDLESBROUGH COUNCIL: TARGET OPERATING MODEL**

The Mayor submitted a report for Executive consideration. The report sought to articulate how the activity of the organisation would be aligned to ensure an integrated and cohesive approach. The report also expressed the Council's ambitions for its future within a target operating model for Middlesbrough which would support improved outcomes and financial stability.

The report sought Executive support for the principles of the model and consent to continue with its development, enabling the Council to reset and outlined the intended approach in developing the supporting strategies which would support transformation of the Council and bring the target operating model to life.

The model was linked to the Council Plan which set out the Council's ambitions across 2024-27 as well as outlining the Mayor's vision for Middlesbrough and the Council's four key priorities. Those priorities were detailed in the report. The vision for Middlesbrough was a thriving, healthier, safer, and more ambitious place where people wanted to live, work, invest and visit. The Council would support residents to live fulfilling lives, to ensure that Middlesbrough's communities thrived.

In the Council Plan 2024-27, the Mayor set out his ambition to recover, reset and deliver for the people of Middlesbrough and so the four priorities of the Council Plan 2024-27 focussed on the future wellbeing of Middlesbrough's communities, and which also provided a crucial foundation for the Councils' Transformation Programme.

The Council's values were at the heart of everything the Council did. They were a critical element of its strategy to create a brighter future for Middlesbrough, and the foundation for how the Council operated, interacted, and made decisions.

From creative ideas, to working collaboratively within the organisation and with external agencies, to being passionate about doing things better - we can make a real difference to the people and place we serve.

The proposed operating model was illustrated in the report and further detailed in Appendix 1. It would guide how Council operations would be further defined to both enable the delivery of the Council's 'Recover, Reset, Deliver' Transformation Programme, as well as determine its future target operating state, as focus shifted to continuous improvement and an improved organisational culture through its four layered approach.

Although not unique, Middlesbrough Council had experienced significant and protracted funding cuts from Central Government, with a 46% drop in one decade alone, whilst demand on services coupled with costs for their delivery had risen exponentially.

This pressure had driven the Council's need to modernise the way it delivered services and engaged with the community. New approaches, utilising emerging technologies, were required to reduce costs and improve outcomes for residents to ensure that services were sustainable and that balanced budgets were achieved into the long term.

ORDERED that Executive:

- 1. Approve in principle the emerging target operating model;**
- 2. Approve the continued development and refinement of the proposed target operating model and its intended direction of travel.**

AGREED that Executive notes the next steps required to implement the target operating model and develop supporting operational strategies.

OPTIONS

Don't adopt the proposed Target Operating Model

This would have resulted in a business-as-usual approach for Middlesbrough Council. It would not have allowed the Council to capitalise upon the array of available opportunities for cultural transformation for the both the organisation and residents. The potential to collaborate more broadly and efficiently with partners could also be lost. Departmental structures with vertical lines of reporting would remain and the opportunities to build financial resilience could stagnate.

Adopt a portion / elements of the model

There is scope to adopt some elements of the model whilst redesigning others, however this would have delayed implementation and could have resulted in a disjointed and ineffective delivery in the interim. This would present a risk to the long-term credibility and understanding of the model and its outcomes for both staff and residents. Consequently, this could have presented financial and reputational damage to the Council and decrease standards in service delivery.

Redevelop the model

There was scope for the Target Operating Model to be redeveloped in its entirety from its current state. However, given that the proposal was for the Target Operating Model to be delivered in a phased approach which allowed for continual evaluation, to ensure it was always fit for purpose, this option was not proposed as the preferred option. Rather, it was proposed that the current model could be taken forward and enhanced in consultation with staff and stakeholders.

REASONS

The proposed target operating model was essential for establishing the optimum management and staffing structure and effective processes. It also presented an opportunity to further support the Council's Transformation Programme. It would do this whilst setting out the roadmap for the Council we want to be and how the Council gets there, delivering better outcomes for residents from a lower cost base.

This model would see the Council become ever more focused on the needs of our customers, moving us closer to our communities and helping deliver better outcomes. Our services would be designed around the needs of residents, businesses, and visitors. Services and teams from across the Council would work smarter together for

the good of the town.

The model presented the Council with increased opportunities for redesigning service delivery in a way that was cohesive, targeted, efficient, impactful, and cost-effective. There was scope for this to occur as implementation of target operating model would not be a one-time change but rather phased, allowing for ongoing evaluation and adjustment to ensure certainty in delivery.

The flexible approach of the model would build confidence amongst the Council's stakeholders that Middlesbrough Council was a Council that was fit for the future and responsive to the needs of its communities.

The organic nature of this model would enable development of further supporting operational strategies alongside the phased implementation of the target operating model, given the integrity of the model and synergy between strategies, as the model evolves over time.

24/44

CAPITAL PROGRAMME GOVERNANCE IMPROVEMENT

The Executive Member for Finance submitted a report for Executive consideration.

The purpose of the report was to propose revised arrangements for improvements to the Council's governance arrangements for planning, managing, delivering and reporting its capital investment programme.

The Council had a sound Capital Financing Strategy that was approved annually by the Council as part of the Medium-Term Financial Plan and should be read together with the Treasury Management Strategy that was fundamentally important to securing long term affordability of capital investment and the wider cash management of the Council. A hyperlink to the 2024/25 Capital Programme & Capital Strategy was provided in the report which was approved by Council on 8 March 2024.

The Council's performance in the effective deployment of its capital investment plans should be measured by the delivery of capital programmes and projects on time and within budget and the delivery of planned outputs and outcomes that were clearly linked to the Council plan objectives. However, this was difficult to achieve based upon the current working practices and reporting arrangements.

The Capital Programme was the Council's investment plan in long term assets that was essential to support the delivery of operational services and to enable the transformation of service delivery models across the organisation. The scale of annual capital expenditure was significant (£50m - £100m). These financial resources were limited, valuable, and had to be managed effectively and accounted for and reported appropriately in order to achieve good value for money in the use of Council resources.

ORDERED that Executive approve the proposed arrangements for improving the effectiveness of capital programme governance, monitoring and reporting including the terms of reference for the Strategic Capital Board and Corporate Capital Board.

OPTIONS

The option recommended (with separate capital boards) was viewed as the best way forward given the current weaknesses in the capital governance structure. The only other feasible option would have been to merge this activity with the existing revenue budget monitoring processes. However, there was a need for a cross directorate collaborative approach to capital governance and there were a range of issues that required dedicated attention of officers and members in a forum that was not distracted by operational revenue budget matters.

REASONS

To establish more robust arrangements to address weaknesses in current arrangements and to secure value for money in the use of capital resources.

CORPORATE ASSET MANAGEMENT PLAN 2024/ - 2027/28

The Executive Member for Regeneration submitted a report for Executive consideration. The report sought approval for the implementation of the Corporate Asset Management Plan (CAMP) 2024- 25 to 2027-28.

The Council refreshed the 2014 Estate Strategy in 2019/2020. The strategy predominantly focussed on actions to improve the efficiency of the Valuation & Estates Service, with a view to understand the benefit that the town could derive from the Council's commercial estate.

Further progress had been made with the most significant being a service restructure in August 2023, which amalgamated Strategic, Operational Property Management and Valuation & Estates. The purpose of this change being to have all property related activities managed by one service.

These changes necessitated the implementation of the CAMP, including adopting the principals of the Corporate Landlord model, which transferred responsibility for all property related activity, and expenditure, to be within the remit of the Directorate of Regeneration.

The establishment of the Corporate Asset Management Group (CAMG) would provide governance for strategic decisions relating to land and built assets.

This approach would ensure that finances were properly prioritised, management was consistent, and opportunities were realised across the whole estate. In this way, the Council could be confident that the needs of the whole organisation, as well as individual service operations, were met to allow them to provide better outcomes for the community.

The CAMP had three elements which were:

The Asset Management Policy which set out the framework of rules, culture and behaviour that would ensure the consistent management and high performance of the Council's property assets.

The Asset Management Strategy which highlighted the strategic context, factors that would influence change, and translating organisational objectives into property objectives.

The Asset Management Action Plan was an action plan of activities and projects that delivered the Council's property objectives.

The CAMP was attached at Appendix 1 of the report.

ORDERED that Executive approve the Corporate Asset Management Plan 2024-25 to 2027-28.

OPTIONS

Continue to adopt the principals of the 2020 Estate Strategy. This was not recommended as it did not provide a strategy that endorsed best practice of the Corporate Landlord Model and governance for the whole estate.

REASONS

The Corporate Asset Management Plan (CAMP) was a Policy and Strategic plan setting out how the property portfolio would support the Council Plan, Transformation, Corporate priorities, and objectives, providing the direction for the ongoing management of the portfolio over the next three financial years.

This would allow the Council to demonstrate robust corporate governance relating to acquisition, disposal, corporate and commercial estates management and investment.

Effective performance management would allow the council to demonstrate duty of best value by making arrangements to secure continuous improvement in the way in which Asset Management functions were exercised, having regard to a combination of economy, efficiency, and effectiveness.

The CAMP had been developed in accordance with Chartered Institute of Public Finance and Accountancy (CIPFA) Asset Management best practise guidance.

24/46

REVIEW OF ALTERNATIVE OPERATING MODELS FOR THE CAPTAIN COOK BIRTHPLACE MUSEUM

The Executive Member for Development submitted a report for Executive consideration.

The purpose of the report was fourfold:

1. To bring Executive's attention to the exploration of a new museum with external partners that could replace the CCBM within Stewart Park in the longer term;
2. To advise Executive that the continued operation of the CCBM in 2024/25 on the basis that the required saving of £0.100m for 2024/25 had been met by a permanent reduction in staffing and that this saving was ongoing;
3. To advise Executive that the continued operation of the CCBM in 2025/26 and 2026/27 was subject to securing external revenue support of £0.150m per annum. Failure to secure this funding would have resulted in the closure of the CCBM and the transfer of some or all of the collection to the Dorman Museum;
4. To seek approval for a reduction in the required saving from the CCBM from £0.345m to £0.303m in 2025/26 and 2026/27 on condition that the remainder of the saving £0.042m will be found within the Regeneration budget via a senior management review.

Up to 2024, the Captain Cook Birthplace Museum was previously open for 7 months of the year (April – October) but was only open to the public during school holidays in the same period. A paid-for museum, it welcomed approximately 5,500 visitors a year, with an additional 35,500 people visiting the café and shop housed in the same building. The Cook Museum hosted a café tenant 'Cook's Café' currently on a rolling lease. Any potential closure or change of operator of the building would impact upon this.

The Dorman Museum was open 6 days a week (Tuesday to Sunday) throughout the year and welcomed around 80,000 visitors per annum.

School workshops took place at both venues across the year during term time with 3,500 visits in 23/24. The museums featured permanent exhibits, alongside a programme of changing exhibitions and special events, including those aimed at key audiences e.g. families.

As an Accredited Museum Service, and a member of the Tees Valley Museums Group (National Portfolio Organisation), the service had a commitment to care for its 250,000-strong collection in line with industry standards and to make these collections accessible to the public.

There was a single staffing structure which operated both museums. This structure was reviewed in 2023, but some positions had never been advertised due to the savings requirement. The current structure included a Museums Manager, Visitor Operations Manager, Collections Officer, Visitor Experience Coordinator (vacant), Visitor Experience Assistants (x 4), Cultural Support Officer, Senior Learning & Engagement Officer, and Learning & Engagement Officer. The permanent team were supported by casual staff where required. The following two posts on the staffing establishment had been held vacant in order to support the saving requirement:

- Senior Collections Officer – Full time, Grade I
- Creative Programmes Manager – Full time, Grade K

During the 2024/25 budget setting process, in response to the financial challenges facing the Council, a proposal was put out to public consultation to close the CCBM and consolidate the offer at the Dorman. The proposal was met with significant public opposition with over 8,000 people signing a petition to keep the museum open, launched by members of the Captain Cook Birthplace Trust. In response, the Council agreed to defer a decision on the CCBM to allow an options appraisal on its future to be undertaken.

The options appraisal was required to look at ways to generate a £0.345m saving from the

Museum Service (£0.100m in 2024/25 and £0.245m in 2025/26). The savings had been calculated on the following basis:

- £0.169m Staff
- £0.146m Property
- £0.030m Additional Income (from the Dorman)

With regards to the options appraisal, with financial support from Tees Valley Museums Group, a specialist consultant – Counterculture – was commissioned to support the options appraisal work. With £0.100m of the target already identified through salary savings made from holding vacant posts, Counterculture was tasked with assessing the viability of different options for the remaining £0.245m.

Through this process three main options were identified:

- Option 1: Keep the CCBM open and secure investment from an external partner. Saving to be delivered: £0.303m
- Option 2: Close the CCBM and make savings from the building costs. Saving delivered: £0.277m
- Option 3: Transfer the CCMB to a third-party operator and make savings from the building costs. Saving delivered: £0.277m.

Detailed breakdowns of each option were detailed in the report.

A Member of the public commented that the offer at the Captain Cook Birthplace Museum was potentially under publicised and underpriced. As a former member of the management team at the Captain Cook experience at Whitby, he invited the Mayor and the Executive Member for Development to attend that facility to compare the two sites.

The Mayor welcomed the invitation.

ORDERED that Executive:

That the Executive

1. **Approve the exploration of a new museum with external partners that could replace the CCBM within Stewart Park in the longer term;**
2. **Approve the continued operation of the CCBM in 2024/25 on the basis that the required saving of £0.100m for 2024/25 had been met by a permanent reduction in staffing and that this saving was ongoing;**
3. **Approve the continued operation of the CCBM in 2025/26 and 2026/27 subject to securing external revenue support of £0.150m per annum. Failure to secure this funding would result in closure of the CCBM and the transfer of some or all of the collection to the Dorman Museum; and**
4. **Approves a reduction in the required saving from the CCBM from £0.345m to £0.303m in 2025/26 and 2026/27 on condition that the remainder of the saving £0.042m will be found within the Regeneration budget via a senior management review.**

OPTIONS

Closing the Cook Museum and making a saving of £0.277m was only being recommended as a Plan B should the investment from the external partner not be realised, as it carried the following risks:

- **Savings target was not fully achieved.**
- **Negative public reaction to closing the museum.**
- **Lack of a Cook attraction at Stewart Park (at least short-medium term).**
- **Reduction in activities, e.g. school workshops, due to less space.**
- **Investment required to move/redisplay Cook collection – Min. £0.050m plus storage costs for remainder of Cook collection and management of the empty building.**
- **Removed opportunity for short-term investment from the external partner and potentially any long-term support.**

Handing over the Cook building to a third-party operator and making a saving of £0.277m was not recommended as it carried the following risks:

- Savings target was not fully achieved.
- Negative public reaction to closing the museum / reducing the offer.
- Reduction in activities, e.g. school workshops, due to less space.
- Investment required to move/redisplay Cook collection – Min. £0.050m plus storage costs for remainder of Cook collection.
- Lessened opportunity for short-term investment from the external partner and potentially any long-term support.
- Reliance on finding a suitable operator for the building who was willing to take on the full costs.

A number of additional mitigations to reduce this gap had been reviewed, in collaboration with Counterculture, and were detailed in the table at paragraph 5.3 of the report.

REASONS

Middlesbrough Museum Service currently operated two museums: The Dorman Museum and the Captain Cook Birthplace Museum. Both museums were Accredited and partners in the Tees Valley Museums Group (TVMG), an Arts Council National Portfolio Organisation which brought investment for activities aligned to the TVMG aims and objectives. Between the two museums, the service managed a joint collection of circa 250,000 objects (majority housed at the Dorman) and welcomed 85,500 annual visitors (80,000 to the Dorman) and a further 3,500 children on school visits. The recommended option provided an opportunity to keep both facilities open, maintaining public access to the joint collection, whilst exploring plans for a more attractive and sustainable museum for the Cook collection.

During undertaking the options appraisal, an external partner, with whom the council had worked on other projects, had offered to support the CCBM by providing revenue of £0.150m a year to maintain its current opening arrangements on an interim basis, whilst jointly exploring the potential of a new museum facility to house the Cook collection and potentially other local collections. The intention would be for the external partner to support the existing facility until the new museum was opened. Subject to securing the £0.150m per annum, this option got closest to the £0.345m savings target with a £0.303m outturn.

The recommended option also provided an opportunity to secure further external investment into the Museum Service through having a longer-term plan for its future. One such opportunity was likely to present itself via Tees Valley Combined Authority, who had commissioned a feasibility study into the heritage offer within the Tees Valley. The final report from this was due in December and was likely to be followed by an investment programme to support the new Tees Valley Heritage Strategy. The Council would be looking to work with TVCA to secure investment into the new museum facility and wider service.

The successful delivery of the recommended option directly and indirectly supported the Council's priorities set out in the Strategic Plan 2024-27, including:

- A successful and ambitious town;
- Safe and resilient communities; and
- Delivering best value

The options of closing the CCBM or handing over the building to a third-party operator would have resulted in a lesser saving of £0.277m and would have removed or put at significant risk the proposed investment from the external partner. Both options would also risk a negative public reaction to any closure or reduction of the service i.e. moving collections to the Dorman, which was evidenced during the budget consultation earlier this year. Both options would have resulted in a reduced offer to visitors and reduced engagement activities, e.g. school visits due to space restrictions, diminishing the positive outcomes delivered by the Museum Service around learning, wellbeing and community cohesion.

The main risk around the recommended option was a failure to secure the financial support offered from the external partner. The conditions of this support and mitigations were detailed in the report.

24/47

SOUTHLANDS COMMUNITY FACILITY AND SPORTING HUB

The Executive Member for Development and the Executive Member for Finance submitted a report for Executive's consideration.

The purpose of the report was to seek Executive approval of the Heads of Terms for Middlesbrough Council to enter into a lease agreement with Middlesbrough FC Foundation, who would manage the facility Southlands Community Facility and Sporting HUB once construction was completed. The report also informed Executive of the long-term risks and liabilities associated with the facility and how those will be mitigated through the lease agreement.

Work was ongoing to redevelop the site, providing a new state-of-the-art sporting hub. The Council had secured an approved capital funding commitment of £3.876m for the redevelopment of the Southland site, of which £1.158m was Council Capital funding, £1.442m was from the IGF Fund, and £1.276m from the Towns Fund. £0.363m of the budget had been spent to date.

The Council saw significant benefits of partnering with an organisation with the appeal and credibility of Middlesbrough FC Foundation, who were keen to commit to an initial 25-year lease to manage the redeveloped site. The Foundation would also contribute funding to assist with the site construction for specifications above and beyond the base-build specification.

By using their years of experience, together with Middlesbrough FC, their mission was firmly established to raise aspirations, help realise individual potential and improve the life chances of people across the Tees Valley. The strategic objectives of Middlesbrough FC Foundation were detailed in the table at paragraph 11 of the report.

The Council had worked closely with a Project Representative Group, made up of local residents and Ward Councillors, to develop the proposals.

The partnership with Middlesbrough FC Foundation would continue this work and would aim to deliver a site which sat at the heart of the community and engaged local people.

Middlesbrough FC Foundation aimed to establish the Southlands as a flagship centre for staff and participants, and the site would offer a chance to create a state-of-the-art facility, to inspire the local communities and people across Teesside.

This would be strengthened by the development of a new Community Use Agreement which will accompany the proposed lease agreement.

Southlands would host a wide range of provision aligned with Middlesbrough FC Foundations strategic themes as well as local consultation and insight. These included:

- Education and Employability through workshops, courses and school visits;
- Health and Wellbeing including mental wellbeing sessions, physical activity circuits and social groups;
- Social Inclusion including free after school football for children and young people, targeted mentoring and adult football which brings the community together;
- Updated, quality facilities which sit at the heart of the community and engage local people; and,
- Middlesbrough FC provision including links to the Women's team, Academy and Middlesbrough Girls.

The proposal was to relocate the Foundation's headquarters and activities to the Southlands site, which presented a huge opportunity for further collaboration between the Council and the Foundation and enable further engagement with the local communities.

AGREED that Executive note the information in the public report:

1. Notes the principles of the lease agreement set out within the agreed Heads of Terms for the Southlands Community Facility and Sporting Hub, between the Council and Middlesbrough FC Foundation;
2. Notes the delegated authority for the Director of Regeneration and the Director of Finance, to approve or amend the lease agreement, in line with the Heads of Terms insofar that such approval or amendments protects the Council's position or enhances the sustainability of the Southlands scheme
3. Notes the business case that outlines how Middlesbrough FC Foundation will manage and finance the site;
4. Notes the passporting of liabilities to the partner organisation and how these will be managed through the lease agreement;
5. Notes the long-term risks and liabilities that could arise, in the event that the partnering organisation ceases to exist.

AGREED That the decision be taken once all the exempt information had been considered.

OPTIONS

The Council could have chosen to manage the new facilities at the Southlands in-house, or through a competitive tender exercise and sought an alternative operational management organisation.

Before approaching the Middlesbrough FC Foundation, the Council engaged with a consultant to identify demand for the site. Having received local grassroots club contact information from North Riding County Football Association, consultation took place over a two-month period. Of the clubs identified only three came back with any potential usage, which totalled less than six hours across the full week, meaning the viability of a new facility was in jeopardy.

Middlesbrough FC Foundation approached the Council with a proposal to relocate their headquarters and activities to the Southlands, which presented a huge opportunity for further collaboration between the Council and the Foundation and to enable further engagement with the local communities. Currently, the Foundation engaged 35,000 people each year, 17,000 of which were through the centre in South Bank which the Council would expect to be similar to attendances for Southlands and was expected to attract the required usage to ensure the sustainability of the site.

The Foundation was also committed to contributing towards the delivery costs of the new facility. As a charity, the Foundation was also able to apply for a variety of grants and funds, including those from the associated charities of the Premier League and EFL to deliver projects which aim to support the following reduction in crime and anti-social behaviour, increase physical activity, improve community cohesion, improve mental wellbeing and increase employability.

It was felt that no other external organisation and/or the Council itself could offer the trusted brand and sustainable management structure that would rival that offered by Middlesbrough FC Foundation.

REASONS

Following consultation with the local community in 2018 it was clear there was a strong desire for fit-for-purpose community facilities in East Middlesbrough.

Particularly, to replace the old and dilapidated Community and Sport Centre which had been subsequently demolished to make way for a new facility.

Sport England had previously imposed a condition to the planning application for the current housing development at Marton Avenue site, as the proposals resulted in a net loss of playing field area. The Southlands site was identified as the location for the re-provision to mitigate this legacy condition.

All partners involved in the potential redevelopment of the Southlands site were aware

of the need to identify an appropriate delivery timeline which bound all parties to delivery of all aspects of the Southlands project and met the conditionality of residential development at Marton Avenue – Marton Avenue being a critical aspect for delivering housing growth objectives and the projected income requirements of the Medium-Term Financial Plan (MTFP).

The Council was committed to providing quality and safe playing provision which aims to increase the opportunity for the participation in sport and physical activity. The Council acknowledged the positive contribution to quality-of-life sport can bring to individuals.

The delivery of a new Community Facility and Sporting Hub at the Southlands site accords with the Council's priorities set out in the Council Plan 2024 to 2027, including:

- a) a successful and ambitious town;
- b) safe and resilient communities; and,
- c) a healthy place.

The development of and access to, a new community building was a major priority all local residents and community groups, with the proposed creation of a sporting hub embedded in Middlesbrough Council's adopted Playing Pitch Strategy and local Football Foundation plans.

24/48 **ANY OTHER URGENT ITEMS WHICH IN THE OPINION OF THE CHAIR, MAY BE CONSIDERED.**

None.

24/49 **EXCLUSION OF PRESS AND PUBLIC**

ORDERED that the press and public be excluded from the meeting for the following items on the grounds that, if present, there would be disclosure to them of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

24/50 **EXEMPT - SOUTHLANDS COMMUNITY FACILITY AND SPORTING HUB - APPENDICES 1D TO 2F**

The Executive Member for Development presented the exempt information for Executive's consideration.

ORDERED That the recommendations of the report be approved.

REASONS

The decision was supported for reasons outlined in the report.

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