

COUNCIL**11 MAY 2016****VISION FOR MIDDLESBROUGH 2025****CHIEF EXECUTIVE****PURPOSE OF THE REPORT**

1. The purpose of the report is to seek approval for the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger*, and outline plans to consult with communities and partners on how best to work together to deliver the Vision.

BACKGROUND**Vision for Middlesbrough**

2. The Vision for Middlesbrough is the key, overarching, priority-setting document for the town, clearly stating the Elected Mayor's ambitions for the town in the medium to long-term. The document sets the direction for the Council's Strategic Plan and its role as community leader, in which it will work with communities and partners to achieve Vision priorities.
3. The current 2020 Vision for Middlesbrough is nearing the end of its natural lifespan and it is now appropriate to revise the document, given the election of a new Mayor in 2015 and the ongoing transformation of the public sector landscape, both nationally and locally.
4. A revised Vision for Middlesbrough, leading up to 2025 – the year in which the Tees Valley aims to become the UK City of Culture – is attached at Appendix 1.
5. The revised Vision reflects the ambition and priorities for the town set out in the Elected Mayor's 2015 election manifesto – a *Fairer, Safer, Stronger* Middlesbrough. Each of the three themes of the Vision set out a number of supporting priorities, and specific promises relating to these priorities that the Mayor intends to deliver in this term and beyond.

Equality objectives

6. The Vision also incorporates the Council's equality objectives for the period 2016-20, in line with the requirements of the Equality Act 2010. These are as follows:

- Work with local communities and partners to better integrate local health and social care services to help local people live longer and healthier lives and reduce inequalities in health outcomes.
 - Improve the early help offer to ensure that children and young people have the best start in life and that, where required, families are supported to enable children to be safe, healthy and achieve, reducing the number of contacts to children's social care, by increasing the number of children and young people whose needs are met at an earlier stage.
 - Work with the Alzheimer's Society to achieve Dementia Friendly Community status to ensure that local communities, services and businesses better understand dementia and better support those living with it.
7. The Council's Annual Equality and Diversity Report for 2016, to be published in January 2017, will outline progress against the equality objectives pursued by the Council in the 2012-16 and any further actions required to progress these objectives. Going forward, progress against the revised equality objectives will be tracked through the Council's Performance Management Framework.

Delivery of the Vision

8. In July 2016, Council will consider the 2016-20 Strategic Plan, which will set out clear plans to implement the Vision and track its progress. As part of the development of the Strategic Plan, the Council will consult with local communities and its partners on the alignment of plans and potential joint working opportunities to optimise the *collective* efforts of all stakeholders in delivering the Vision.
9. In addition, the recent Corporate Peer Review recommended that the Council establish a public sector reform board or equivalent for Middlesbrough. As part of the planned engagement with stakeholders on implementation of the Vision, the development of such a Board will be progressed.
10. In November 2016, the Council will be asked to consider a third phase of the Council's Change Programme alongside 2017-20 savings targets and the proposed budget for 2017/18. This report will set out in detail the work programme for delivering the Vision, and also include actions the Council will take to ensure its continued organisational fitness-for-purpose, in response to recent review and inspection activity, such as the Corporate Peer Review.

Communicating the Vision

11. The following steps will be taken to communicate the Vision in the period up to 30 June 2016:

Local communities

- The Vision document at Appendix 1 will be published on the Council's website, with appropriate links from the Council's social media accounts.
- The dedicated microsite for the Vision will include an open consultation for residents to provide feedback on the Vision and how it can be implemented most effectively.
- The microsite will over time include progress updates on the achievement of priorities and delivery of the Mayor's Promises.

- Summary posters will be displayed in all of the Council's public and office buildings, including a link to the Council's website.

Elected members and staff

- Links to the Vision document and associated consultation will also be emailed to all elected members and staff.
- In addition, the Chief Executive and Executive Director of Commercial and Corporate Services will deliver a programme of elected member and staff briefings on the development of the third phase of the Council's Change Programme, which will outline the Vision and plans to deliver it.

Partners

- The Mayor will write to all partners inviting them to consider how they can best contribute to the achievement of the Vision and senior managers of the Council will then visit Boards and individual partners as appropriate to discuss the integration of plans and joint working opportunities as appropriate. The output of these discussions will be included in forthcoming reports to Council on the 2016-20 Strategic Plan and associated Change Programme, in July and November 2016 respectively.

PROPOSALS

12. It is proposed that the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger* document is approved, to ensure that the Vision is clearly articulated and is communicated to all stakeholders. It is further proposed that the Council consults with local communities and partners on how best to work together to deliver the Vision, and that the outcome of these discussions are reflected in planned reports to Council on the Strategic Plan 2016-20 (July 2016) and the associated Change Programme (November 2016).

Implications

13. **Financial Implications** – There are no financial implications outside of approved budgets at this stage. Financial implications of delivery of the Vision will be set out in the forthcoming reports set out above.
14. **Ward Implications** – Delivery of the Vision will impact on all wards. The Council's forthcoming Strategic Plan 2016-2020 and supporting Change Programme will be aligned with this Vision.
15. **Legal Implications** – The approval and publication of equality objectives, embedded within the Vision document, will ensure that the Council continues to comply with the Equality Act 2010.

Equality Impact Assessment

16. In line with statutory requirements, the Vision and associated delivery arrangements have been subject to a Stage 1 (Screening) Impact Assessment – attached at Appendix 2.
17. No negative differential impacts on diverse groups and communities are anticipated from the delivery of the Vision for a *Fairer, Safer, Stronger* Middlesbrough by 2025. Tackling inequalities and addressing the needs of vulnerable groups is critical to the work of the Council and its partners. Key priorities in respect of local inequalities are reflected in the equality objectives set out in this report, which in turn are embedded within the Vision document.
18. The Vision will inform a range of actions to promote equality of access, provision, uptake and outcomes, to be outlined in the Strategic Plan 2016-20, which will be presented to Council in July 2016.

RECOMMENDATIONS

19. It is recommended that:

- the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger* document is approved, to ensure that the Mayor's Vision for Middlesbrough is clearly articulated and is communicated to all stakeholders; and
- consultation is undertaken with local communities and partners on how best to work together to deliver the Vision, and the output of these discussions are reflected in planned reports to Council on the Strategic Plan 2016-20 (July 2016) and the associated Change Programme (November 2016).

BACKGROUND PAPERS

None.

CONTACT

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Appendix 1: Vision for Middlesbrough 2025 – Fairer, Safer, Stronger

A Fairer Middlesbrough

Priorities

- **Fairness and reduced inequalities in income and health**
 - **Fair access to secure, well-paid jobs and meaningful training**
 - **Fair access to high-quality homes.**
-

Reducing the inequalities gap is a key priority for Middlesbrough. The Council will continue to be a Living Wage employer, and we will encourage other local employers to adopt the Living Wage. We will ensure that local people have access to quality advice services, and will help facilitate the creation of a modern community bank to help vulnerable people achieve financial stability.

We will work with local communities and partners to better integrate local health and social care services to help local people live longer and healthier lives and reduce inequalities in health outcomes.

Increasing employment is vital for Middlesbrough. Creating job opportunities for local people will be central to all the Council does – from supporting regeneration schemes to business development to increasing apprenticeships.

Quality education is the key to good life chances for all. We will work with local schools, colleges, universities and other partners to ensure that local people have access to the best education to enable them to achieve the right qualifications and skills to compete in the job market.

Middlesbrough is a city people want to live in, and we must make sure we have quality housing for all means, whether they are to buy or rent. We will continue to support the development of new neighbourhoods across Middlesbrough. And we will provide targeted support to priority neighbourhoods, including activity designed to develop and improve housing estates, regulate private sector landlords, and support vulnerable families and individuals to improve their resilience and employability, and adopt sustainable lifestyles.

Mayor's Promise 1

Help residents achieve financial stability through the creation of a community bank

We will help facilitate the creation of a modern community bank, which will allow people to save and borrow, and keep them away from loan sharks and pay day loans.

Mayor's Promise 2

Join with our partners across the city region to help people into work

We will work with other authorities, education providers, job centres, and local businesses to create a network of intensive, targeted support to get people into quality jobs.

Mayor's Promise 3

Regenerate Inner Middlesbrough through a range of targeted interventions

We will implement a range of interventions to regenerate our priority neighbourhoods, improving their physical environment and supporting those that live within them to succeed.

A Safer Middlesbrough

Priorities

- **Safer communities – further reducing crime and anti-social behaviour**
 - **Safer, independent lives – ensuring our children and vulnerable adults are protected**
 - **Safer environment – ensuring our town is cleaner and more resilient to a changing climate.**
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Our communities are safer than ever before. Nevertheless, it is vital that we progress our joint working with partners including the police to ensure that we continue to reduce crime and anti-social behaviour in Middlesbrough.

Every citizen has the right to feel safe and respected. Middlesbrough is diverse and welcoming, and as our diversity increases, we will continue to work with local communities, the police and schools to improve social cohesion, ensuring that all sections of society feel safe and are engaged in civic life.

We will improve the early help offer to ensure that children and young people have the best start in life and that, where required, families are supported to enable children to be safe, healthy and achieve, reducing the number of contacts to children's social care, by increasing the number of children and young people whose needs are met at an earlier stage.

With an ageing population comes new and increased pressures on public services. We will work with partners to address these pressures proactively, to ensure that our vulnerable adults are safeguarded and supported to live independent lives for as long as possible. As part of this, we will work with local communities to tackle social isolation, and better support those with dementia.

A well-maintained and safe environment is vital to our city, and we will continue to ensure that it is kept clean and that open spaces are attractive and well-maintained. Sustainable living is key to our city's future. We will continue to implement One Planet Living in Middlesbrough, working towards the sustainable use of our resources, addressing the causes and effects of climate change and improving well-being in our communities.

Mayor's Promise 4

Pool resources with the Police to tackle anti-social behaviour

We will work jointly with the Police and community groups to tackle anti-social behaviour effectively. This means working in a new way, pooling resources as well as information.

Mayor's Promise 5

Middlesbrough will become a dementia-friendly community

We will work with the Alzheimer's Society to achieve Dementia Friendly Community status to ensure that local communities, services and businesses better understand dementia and better support those living with it.

Mayor's Promise 6

Middlesbrough will continue to hold One Planet Town status

We will continue to support One Planet Living in Middlesbrough, encouraging local communities, services and businesses to adopt practices that promote a sustainable environment and the well-being of our people.

A Stronger Middlesbrough

Priorities

- **Strengthening and diversifying our local economy**
 - **Strengthening our city through bold and innovative regeneration**
 - **Strengthening our cultural sector**
 - **Strengthening our transport links.**
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We will continue to work with partners and businesses to diversify and grow Middlesbrough's economic base, increasing its resilience to global economic changes and reductions in public sector resources.

We will support the development of new businesses in a wide range of areas, particularly the creative and digital sectors, and ensure that Middlesbrough's economy benefits from the opportunities provided by the Combined Authority for the Tees Valley and the devolution agenda.

Our city centre is the heart of the Tees Valley. We will continue to support its growth, attracting new investors, city-scale facilities and visitors, and also work closely with the local independent retail sector to ensure its continued success. We will continue to prioritise the development of the unique, bold and diverse Middlehaven, restoring the area as the centre of commerce in the Tees Valley.

Teesside University is a vitally important asset to Middlesbrough and a key partner in local economic and cultural development. Culture is a key priority for Middlesbrough. It is vital to the local economy, and provides character and enjoyment for all of us. We will continue to foster the creative atmosphere in the town – supporting creative industries, protecting our heritage, supporting and hosting cultural events, and working closely with mima to make art accessible to all.

Transport links are of critical importance to the local economy. We will work with partners to improve our rail and bus links and local road infrastructure, and deliver projects to keep our roads moving and increase the use of public transport.

Mayor's Promise 7

Progress the Middlehaven development

We will continue to prioritise the flagship Middlehaven project, restoring the area as the centre of commerce in the Tees Valley and encouraging innovative architecture, unique leisure opportunities and quality commercial spaces.

Mayor's Promise 8

Protect our historic buildings

We will secure the future of our historic built environment, from the restoration of the Town Hall, to preserving historic buildings in Middlehaven and working with partners to restore Exchange Square and Albert Road.

Mayor's Promise 9

Transform local transport links

We will work with our neighbours in the Combined Authority to deliver the Tees Valley Metro and other infrastructure improvements to transform connectivity within the Tees Valley and beyond, including a new Tees Crossing and a direct Middlesbrough to London train service from an improved local station.

Appendix 2: Draft Impact Assessment

Subject of assessment:	Vision for Middlesbrough 2025 – <i>Fairer, Safer, Stronger</i>			
Coverage:	Overarching / crosscutting			
This is a decision relating to:	<input checked="" type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p>Key aims, objectives and activities</p> <p>The document sets out the Mayor’s ambition for Middlesbrough up to 2025, in three themes (Fairer, Safer, Stronger), each with a set of underpinning priorities and associated promises. The document sets the direction for the Council’s Strategic Plan and its role as community leader, in which it will work with communities and partners to achieve Vision priorities. The document also incorporates the Council’s equality objectives for the period to 2020.</p> <p>Statutory drivers</p> <p>Equality Act 2010.</p> <p>Differences from any previous approach</p> <p>This document updates and replaces the previous 2020 Vision for Middlesbrough document, fully reflecting the Mayor’s 2015 election manifesto – a <i>Fairer, Safer, Stronger</i> Middlesbrough.</p> <p>Key stakeholders and intended beneficiaries (internal and external as appropriate)</p> <p>Elected Members and Council employees, local communities and businesses, partners.</p> <p>Intended outcomes</p> <p>To ensure that the Mayor’s Vision for Middlesbrough is clearly articulated and is communicated to all stakeholders, and that the Council continues to comply with the duties of the Equality Act 2010 relating to the publication and pursuit of equality objectives.</p>			
Live date:	As soon as the report is approved.			
Lifespan:	Up to 2025.			
Date of next review:	The Vision will be reviewed on an annual basis, and information on progress against the Vision will be published on the Council’s website.			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. Neither the Vision or the proposed activity set out within it will contravene Human Rights as identified in national legislation.
Equality Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. The Vision includes specific commitments in respect of reducing inequalities within Middlesbrough, incorporating the Council's equality objectives for the period 2016-20. As a result there are no concerns that the Vision or associated activity could have a disproportionate adverse impact on groups or individuals with characteristics protected in national legislation.
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. The Vision includes specific commitments in respect of supporting social cohesion in Middlesbrough. As a result there are no concerns that the proposed plan could have an adverse impact on community cohesion.
Vision for Middlesbrough Could the decision impact negatively on the achievement of the Vision for Middlesbrough? Does the decision impact on statutory duties associated with these key objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A.
Organisational management / transformation Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its transformation programme?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. The Vision will provide direction for the Council's Strategic Plan and its role as community leader, in which it will work with communities and partners to achieve Vision priorities.

Assessment completed by:	Paul Stephens, Head of Performance and Partnerships	LMT approver:	Tony Parkinson, Executive Director of Commercial and Corporate Services
Date:	11 April 2016	Date:	11 April 2016