

**Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL**

Cabinet

Date: Tuesday, 7th September, 2021

Time: 2.00 pm

Place: Council Chamber - Civic Suite

Contact: Colin Gamble

Email: colingamble@southend.gov.uk

A G E N D A

- 1 Apologies for Absence**

- 2 Declarations of Interest**

- 3 Southend 2050: Annual Review and Refresh of the Outcomes & Roadmap Milestones**

Report of Chief Executive attached

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive
To
Cabinet
On
7 September 2021
Suzanne Newman, Insights Manager

Southend 2050: Annual review and refresh of the Outcomes & Roadmap Milestones

Relevant Scrutiny Committee(s): Policy and Resources
Cabinet Member: Councillor Ian Gilbert
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1. To present Cabinet with the annual review and refresh of Southend 2050 as we continue to emerge from the Covid-19 pandemic and to inform Cabinet how the Council will use the evolved Southend 2050 outcomes to drive recovery, move into delivery mode and build on some of the positives we have seen through the pandemic, including our work with the community and partners, adaptation of services and more effective remote working.

2. Recommendations

It is recommended that Cabinet:

- 2.1. Agree the refreshed of the Southend 2050 outcomes and high-level roadmap milestones;
- 2.2. Note the planned engagement that took place over the summer;
- 2.3. Note that the Southend 2050 roadmap milestones will form part of future reports that update on Southend's recovery journey in order for responsive developments; and
- 2.4. Note that the performance and measures of success and progress to achieve 2050 continue to be reported through the Outcome Success Measures Report, reported twice a year to Cabinet.

3. Background

- 3.1. The council has a shared vision of the future - the Southend 2050 ambition which sets out the aspirational outcomes and delivery roadmap for the place. This was developed through investment in substantial engagement and co-design with stakeholders and the local community. The ongoing engagement activity is a real advantage to the borough as a whole, as it has brought together people and communities to identify where they want Southend to be in the future. The focus on how Southend recovers from the Covid-19 experience to achieve the 2050 ambition remains as strong as ever (attached at **Appendix 1**) – with no recommended

changes in light of Covid-19. However, the council, along with other stakeholders and community groups will need to continue to review how to achieve that ambition, in light of Covid-19.

3.2. The 2050 outcomes, therefore, require some annual adjustment, with a focus on the review of the 2050 delivery roadmap which sets out key milestones connected to delivery against the outcomes. As a result of the Covid-19 experience, it is proposed that parts of the roadmap are sequenced differently, with additional milestones added and specific focus on the deliverables for the next 12 months ahead.

3.3. In July Cabinet received the proposed refreshed Southend 2050 Outcomes and Delivery Roadmap Milestones. Cabinet agreed to receive further developed work on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones, including the associated outcome success measures, at the Special Cabinet on 7 September. This also allowed time for further engagement and scrutiny on the refresh.

4. 2021 Review and refresh of Southend 2050 outcomes and roadmap milestones

4.1. The Southend 2050 outcomes and roadmap are reviewed and refreshed as part of an annual process, and in the context of the outcome of the May 2021 local election. The Annual Report for 2020-21 assessed progress against the outcomes, including achievements and challenges. This was presented to Cabinet in June 2021. The original outcomes under Southend 2050 aimed to grow Southend as a prosperous Borough, with communities that thrived and visitors that enjoyed the experience, returned and spread the word. Post Covid-19, Southend is in a different place. The 2050 ambition is the same, but how Southend gets there may be somewhat different. This approach is the basis for ensuring that the outcomes are right, along with an updated delivery roadmap. Therefore, the outcomes and delivery roadmap review has aimed to build on some of the positive actions of the community and place during the pandemic, and point the way to rebalance and restore some of the damage caused in the past 18 months. It is important to note that some aspects of recovery may take a considerable time to fully rebalance. In some cases, things may change completely.

4.2. It is also important to recognise that there are still ongoing new details concerning Covid-19 and its impact that affect Government decisions and policy makers. Therefore, it is essential that the Recovery plans in Southend are fluid enough to respond to changes and this will mean the 2050 outcomes and delivery roadmap will be closely monitored and updated to ensure the very best for the borough. It is recommended that Cabinet receive reports as appropriate which will present recommended changes as they arise in the future in order to remain responsive.

4.3. As a result Southend 2050 has been reviewed and refreshed to enable the Council to focus on the next 12 months. The refresh has:

- Restructured the governance of Southend 2050 to enable a delivery focus to support recovery, including:
 - Covid-19 Gold and Silver Groups to transition into the Southend 2050 themes and Outcome Delivery Teams.
 - Alignment of Corporate Management Team Sponsors for each of the six

themes.

- Alignment of Outcome Delivery Leads for the Outcomes.
- Formalised Future Ways of Working as the sixth Southend 2050 theme;
- Prioritised outcomes within each of the themes; and
- Focused the prioritised roadmap milestones on:
 - Delivery;
 - Response to the Covid-19 pandemic;
 - Economic recovery – from both Covid-19 impacts and any Brexit impacts; and
 - Sustainability – financial, environmental and our transformation as an organisation.

- 4.4. This identified that 4 of the existing 26 outcomes stay the same and the remaining outcomes be reworded to give a greater focus on delivery:
- refining the total number of outcomes to 21 (not including the 9 Future Ways of Working workstreams),
 - prioritising the outcomes within each theme (denoted with bold text)
 - repositioning the Green City outcome within Pride & Joy: enabling the governance to be positioned under the Executive Director for Neighbourhoods & Environment and the newly created post of Head of Climate Change.

Appendix 2 presents the revised outcomes, those in bold signify the prioritised outcomes, and **Appendix 3** details the proposed revisions against each of the outcomes.

- 4.5. The review process involved each of the 2050 outcomes and associated roadmap milestones being reviewed through the Joint Administration Commitments (**Appendix 4**). **Appendix 5** illustrates the 2050 outcomes mapped against the Joint Administration Commitments.

- 4.6. Within the 2050 framework, the outcomes have an associated roadmap with milestones highlighting key activity being undertaken in order to deliver and achieve the outcomes on the journey to 2050. The milestones on the delivery roadmap have been through the same review and refresh process to focus on the move to delivery. The draft roadmap is still in development, and therefore not all milestones have been sequenced. The refreshed roadmap is attached at **Appendix 6**.

- 4.7. Southend 2050's sixth theme is Future Ways of Working and is the framework for how we modernise our workforce in 2021/22 and beyond, to guide the prioritisation and delivery of Southend 2050 outcomes. This will help us to:

- recover from the pandemic and to embrace new approaches and opportunities for collaboration with our partners
- sustain and increase the pace of change
- develop a new way of operating that delivers improved outcomes for our residents and communities at the best value, including social value
- become a modern council and an organisation that is a great place to work.

- 4.8. The Future Ways of Working Roadmap and milestones is presented separately to the main Southend 2050 Roadmap, and can be found at **Appendix 7**.

- 4.9. A range of stakeholders have been engaged as part of the process to review the 2050 outcomes and roadmap milestones. These include:

- Engagement with the Business and Tourism Partnership
- Conversations with community groups
- Partnership working with ASELA (the Association of South Essex Local Authorities) to undertake a region wide engagement on priorities for the local areas
- Conversations with the Youth Council
- Conversations with voluntary and community sector
- Conversations with cross-party Councillors
- Residents' perception survey
- Full scrutiny of the refresh through the Councils Scrutiny Committees.

4.10. Following the engagement, milestones that are or will be delivered in partnership were identified and others that being delivered by partners contributing to outcomes were added. These milestones are identified on the Roadmap in the shape of hexagons. Through all the conversations about the refresh, there was strong support on the emphasis on the 'here and now' and focus on delivery. Climate change and housing were areas of importance raised. Following the engagement, there have been no further revisions to the Southend 2050 Outcomes or Roadmap Milestones. Any proposed amendments following the Scrutiny Committees will be tabled at Cabinet on 7 September.

4.11. Conversations are still taking place to bring in a community reference group, rather than a single sponsor, to take the role of co-sponsor for Active & Involved.

4.12. In addition, the measures that determine our success and achievements against the outcomes - the outcome success measures have been updated and developed for the new outcomes, with progress against the 2050 outcomes and associated milestones continued to be measured through the 2050 Outcomes Success Measures Report. The revised measures for each theme can be found at **Appendix 8**.

5. Other Options

5.1. The council could choose not to review its current ambition and desired outcomes. This would mean failing to set out the huge impact the crises has had on the borough, its people and the council and the council's approach to recovery. The council has committed to undertake an annual review of the outcomes and milestones.

6. Reasons for Recommendations

6.1. To ensure the council is clear on prioritised milestones to achieve the desired outcomes, focusing on response to the pandemic, economic recovery and sustainability – including financial, environmental and our transformation as an organisation.

7. Corporate Implications

7.1. Contribution to the Southend 2050 Road Map

The report outlines the council's approach to using the Southend 2050 programme as the primary vehicle for recovery and presents the annual review and refresh of

the 2050 outcomes and roadmap milestones.

7.2. **Financial Implications**

Major projects delivered through the Capital Programme are highlighted on the refreshed Roadmap. External funding opportunities will be sought in order to support the delivery of milestones on the Roadmap, with consideration given to additional match-funding and revenue costs often required.

7.3. **Legal Implications – No specific implications.**

7.4. **People Implications**

There are no specific people implications related to this report. The Future Ways of Working Theme will directly work with staff and councillors in relation to transformation pieces of work.

7.5. **Property Implications**

There are no property implications as part of this report.

7.6. **Consultation**

The report highlights that the response to the pandemic has been one of community, partners, staff, councillors and other stakeholders continuously working closely to ensure the best possible outcomes in very difficult circumstances. The approach to recovery will look to continue this approach, develop new tools for engaging communities and partners to adapt to circumstances and continue to use co-design and co-production approaches in particular service areas.

7.7. **Equalities and Diversity Implications**

An Equality Impact Assessment has been undertaken to assess the impact Covid-19 has had on equality groups. This was updated in June 2021.

7.8. **Risk Assessment**

The Council has reviewed the Corporate Risk Register in the light of the impact and implications of the pandemic (see Background Papers at 8.2, elsewhere on the Cabinet agenda).

7.9. **Value for Money – No specific implications.**

7.10. **Community Safety Implications**

Safe & Well is one of the 6 2050 themes; Residents feel safe and secure in their homes, neighbourhoods and across the borough is one of the outcomes within Safe & Well.

7.11. **Environmental Impact**

Green City and climate change is one of the priority outcomes.

8. **Background Papers**

8.1. Southend 2050 Annual Report - June 2021

8.2. Corporate Risk Register – June 2021

8.3. Southend 2050 Community Insights Report 2021

9. **Appendices**

- 9.1. **Appendix 1**: Southend 2050 – Our shared ambition
- 9.2. **Appendix 2**: Southend 2050 Outcomes – refreshed for 2021/22
- 9.3. **Appendix 3**: Southend 2050 Outcomes – detailing changes from 2020/21 to 2021/22
- 9.4. **Appendix 4**: Joint Administration Commitments 2021/22
- 9.5. **Appendix 5**: Southend 2050 Outcomes mapped against Joint Administration Commitments
- 9.6. **Appendix 6**: Southend 2050 Roadmap & Milestones
- 9.7. **Appendix 7**: Southend 2050 Future Ways of Working Roadmap & Milestones [to follow]
- 9.8. **Appendix 8**: Southend 2050 Outcome Success Measures

Southend 2050 – Our shared ambition

The year is 2050. How does our borough, Southend-on-Sea, look and feel?

Inevitably the place has changed a lot since the early years of the century, but we've always kept sight of what makes Southend-on-Sea special. Prosperous and connected, but with a quality of life to match, Southend-on-Sea has led the way in how to grow a sustainable, inclusive city that has made the most of the life enhancing benefits of new technologies.

It all starts here – where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity – a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.

Pride and Joy: People are proud of where they live – the historic buildings and well-designed new developments, the seafront and the open spaces. The city centre has generated jobs, homes and leisure opportunities, whilst the borough's focal centres all offer something different and distinctive. With its reputation for creativity and culture, as well as the draw of the seaside, Southend-on-Sea is a place that residents and visitors can enjoy in all seasons. Above all we continue to cherish our coastline as a place to come together, be well and enjoy life.

Safe and Well: Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives. Carefully planned homes and new developments have been designed to support mixed communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well. Effective, joined up enforcement ensures that people feel safe when they're out and high-quality care is there for people when they need it.

Active and Involved: Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old. This is a place where people know and support their neighbours, and where we all share responsibility for where we live. Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.

Opportunity and Prosperity: Southend-on-Sea and its residents benefit from being close to London, but with so many options to build a career or grow a business locally, we're much more than a commuting town. Affordability and accessibility have made Southend-on-Sea popular with start-ups, giving us the edge in developing our tech and creative sectors, whilst helping to keep large, established employers investing in the borough. People here feel valued, nurtured and invested in. This means that they have a love of learning, a sense of curiosity and are ready for school, employment and the bright and varied life opportunities ahead of them.

Connected and Smart: Southend is a leading digital city and an accessible place. It is easy to get to and easy to get around and easy for residents, visitors and businesses to park. Everyone can get out to enjoy the borough's thriving city centre, its neighbourhoods and its open spaces. Older people can be independent for longer. Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open-up business and leisure travel overseas – but in balance with the local environment.

Southend 2050 Outcomes

Pride & Joy

1. **We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.**
(Rob Dawson & Miranda Valenzuela)
2. **Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.**
(Paul Jenkinson & Ashley Dalton)
3. **The variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination.** (Rosemary Pennington & Lee Sturgeon)
4. We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk. (Joanne Matthews & Lee Sturgeon)
5. There is a sense of pride in the place with local people actively and knowledgeably talking up the Borough.
(Alison Dewey & Adam Keating)

Safe & Well

1. **Residents feel safe and secure in their homes, neighbourhoods and across the borough.**
(Simon Ford, Erin Brennan Douglas & Gary Cullen)
2. **Everyone has a good quality, sustainable home that meets their needs.**
(Glyn Hawksworth, Sarah Lander & Tim Holland)
3. **We protect and improve the quality of life for everyone in our community, including the vulnerable.**
(Carol Compton, Ben Gladstone, Lyn Scott, John O'Loughlin & Tom Dowler)

Active & Involved

1. **Enable inclusive community projects which provide opportunities for people of all ages to participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.** (Jessica Russell, Sarah Baker & Rachel Davis)
2. More Southenders agree that people from different backgrounds are valued and get on well together. (Kamil)
3. Residents know how to get involved to improve local services. (Maxine Nutkins, Debee Skinner & Emma Woof)
4. Residents help to shape services which will provide more people with the opportunity to live an active lifestyle, including safe access to open spaces and local facilities. (Kevin Read & Ashley Dalton)

Opportunity & Prosperity

1. **We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.** (Emma Cooney & Trevor Saunders)
2. **Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.** (Alan Richards & Lee White)
3. **Our children are school-ready and young people are ready for further education, employment or training.** (Brin Martin)
4. Southend has a national profile for its thriving Cultural & Creative Industries (CCI) sector, where culture plays a central role in the social and economic success of our diverse communities. (Katharine Stout & Lorraine Cox)
5. As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and safeguarding fulfilling careers. (Emma Lindsell, Ros Parker & Karen Rollings)
6. The Local Plan is setting an exciting planning framework, meeting the development needs of the Borough for the next 20 years. (Mark Sheppard & Kevin Waters)

Connected & Smart

1. **Facilitate a wide choice of transport that improves accessibility, connectivity and mobility to all residents. Including, working with public transport providers to deliver these long-term aspirations.** (Neil Hoskins and Karen Gearing)
2. **We are leading the way in making public and private travel smart, clean and green.** (Neil Hoskins and Karen Gearing)
3. Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the borough. (Carol Thomas)

Future Ways of Working

1. **Smart Working** (Carol Thomas & Ellen Butler)
2. **Decision Making** (Andrew Barnes & Giles Gilbert)
3. **Skills & Leadership** (Caroline Jennings & Emma Cooney)
4. **The Here & Now** (Ellen Butler & Carol Thomas)
5. **Democracy** (Stephen Meah-Sim & Colin Gamble)
6. **Communication & Engagement** (Adam Keating & Katie Eyre)
7. **People & Well-Being** (Sue Putt & Sharon Wheeler)
8. **Workplaces & the Green Agenda** (Alan Richards & Head of Climate Change)
9. **Financial Sustainability** (Pete Bates & Mike Bennett)

Appendix 3

Southend 2050 Outcomes with changes

Theme	2021 Refreshed Southend 2050 Outcome	Previously
Pride & Joy	We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.	We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.
	Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.	No change
	The variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination.	No change
	We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk.	We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
	There is a sense of pride in the place with local people actively and knowledgeably talking up the Borough.	There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.
Safe & Well	Residents feel safe and secure in their homes, neighbourhoods and across the borough.	People in all parts of the borough feel safe and secure at all times. Residents feel safe and secure in their homes.
	Everyone has a good quality, sustainable home that meets their needs.	We are well on our way to ensuring that everyone has a home that meets their needs.
	We protect and improve the quality of life for everyone in our community, including the most vulnerable.	We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
Active & Involved	Enable inclusive community projects which provide opportunities for people of all ages to	A range of initiatives help increase the capacity for communities to come together to enhance their

Theme	2021 Refreshed Southend 2050 Outcome	Previously
	participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.	neighbourhood and environment. Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.
	More Southenders agree that people from different backgrounds are valued and get on well together.	No change
	Residents know how to get involved to improve local services.	Residents are routinely involved in the design and delivery of services.
	Residents help to shape services which will provide more people with the opportunity to live an active lifestyle, including safe access to open spaces and local facilities.	More people have physically active lifestyles, including through the use of open spaces. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives
Opportunity & Prosperity	We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.	We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
	Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.	Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.
	Our children are school-ready and young people are ready for further education, employment or training.	Our children are school and life ready and young people are ready for further education, training or employment.
	Southend has a national profile for its thriving Cultural & Creative Industries (CCI) sector, where culture plays a central role in the social and economic success of our diverse communities.	Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.
	As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and	Southend businesses feel supported to respond to economic shock; adapt to evolving global markets; and, have the tools to preserve their businesses by responding effectively and positively to change. Southend provides fulfilling careers for our residents, and

Theme	2021 Refreshed Southend 2050 Outcome	Previously
	safeguarding fulfilling careers.	enough job roles to match the needs of the population.
	The Local Plan is setting an exciting planning framework, meeting the development needs of the Borough for the next 20 years.	The Local Plan is setting an exciting planning framework for the Borough.
Connected & Smart	Facilitate a wide choice of transport that improves accessibility, connectivity and mobility to all residents. Including, working with public transport providers to deliver these long-term aspirations.	Working with the public transport providers to enhance and encourage the use of the existing provision moving towards a long-term aspiration to open new routes, enabling a wider accessibility to public transport options
	We are leading the way in making public and private travel smart, clean and green.	People have a wide choice of transport options.
	Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the borough.	No change Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.
Future Ways of Working	Smart Working	Workstreams created under the Future Ways of Working theme.
	Decision Making	
	Skills & Leadership	
	The Here & Now	
	Democracy	
	Communication & Engagement	
	People & Well-Being	
	Workplaces & the Green Agenda	
Financial Sustainability		

Joint Administration Commitments 2021/22



Economic Recovery & Regeneration – Cllr Gilbert

1. To deliver on major regeneration projects to support jobs, growth and opportunity.
2. To be innovative and proactive in supporting our High Street and other shopping centres.
3. To continue to maximise the delivery of genuinely affordable housing.
17. Progress the review of the Council's Constitution to ensure effective and efficient governance.



Environment, Planning, Tourism and Culture – Cllr Mulroney

4. To promote all aspects of a green future for Southend, facing the challenges of the Climate Emergency Declaration made by the Council in 2019.
5. To promote the cultural and tourism life of the Borough creating a true Destination Southend.



Communities and Housing – Cllr Jones

6. To foster community-led regeneration and build on the excellent reduction in homeless numbers.
7. To develop and implement an anti-poverty strategy to address the inequalities in the Borough.



Public Protection – Cllr Terry

8. To create a safer Borough for all ages and all visitors including improving delivery of CCTV, investment in the Community Safety Team and to continue to press for greater policing resources in the Borough.



Transport, Asset Management and Inward Investment – Cllr Woodley

9. To deliver on the ambitious programme of investment in improving our pavements and highways.
10. To progress the implementation of school streets and 20mph residential zones.
11. To continue improving our parking provision, the Southend Pass and public transport.



Adult Social Care and Health Integration – Cllr Nevin

12. To provide an integrated and efficient, caring, safe and collaborative social service, accessible to all.



Children and Learning – Cllr Burton

13. To continue to drive improvements in children's services in a family centred way.
14. To maintain our commitment to school improvement.











Corporate Services & Performance Delivery – Cllr Collins

15. To drive operational performance improvement across the organisation.
16. To improve the customer experience and continue to progress our digital strategy and new ways of working.

Appendix 5

Southend 2050 Outcomes mapped against the Joint Administration Commitments

Portfolio	Commitment	P&J1	P&J2	P&J3	P&J4	P&J5	S&W1	S&W2	S&W3	A&I1	A&I2	A&I3	A&I4	O&P1	O&P2	O&P3	O&P4	O&P5	O&P6	C&S1	C&S2	C&S3	FWOW1	FWOW2	FWOW3	FWOW4	FWOW5	FWOW6	FWOW7	FWOW8	FWOW9	
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Key:



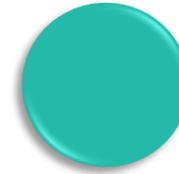
Pride & Joy



Opportunity & Prosperity



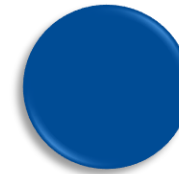
Safe & Well



Connected & Smart



Active & Involved



Future Ways of Working



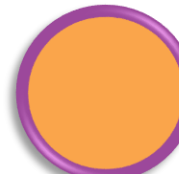
Partner milestone



Milestone linked to a Major Project in the Capital Programme

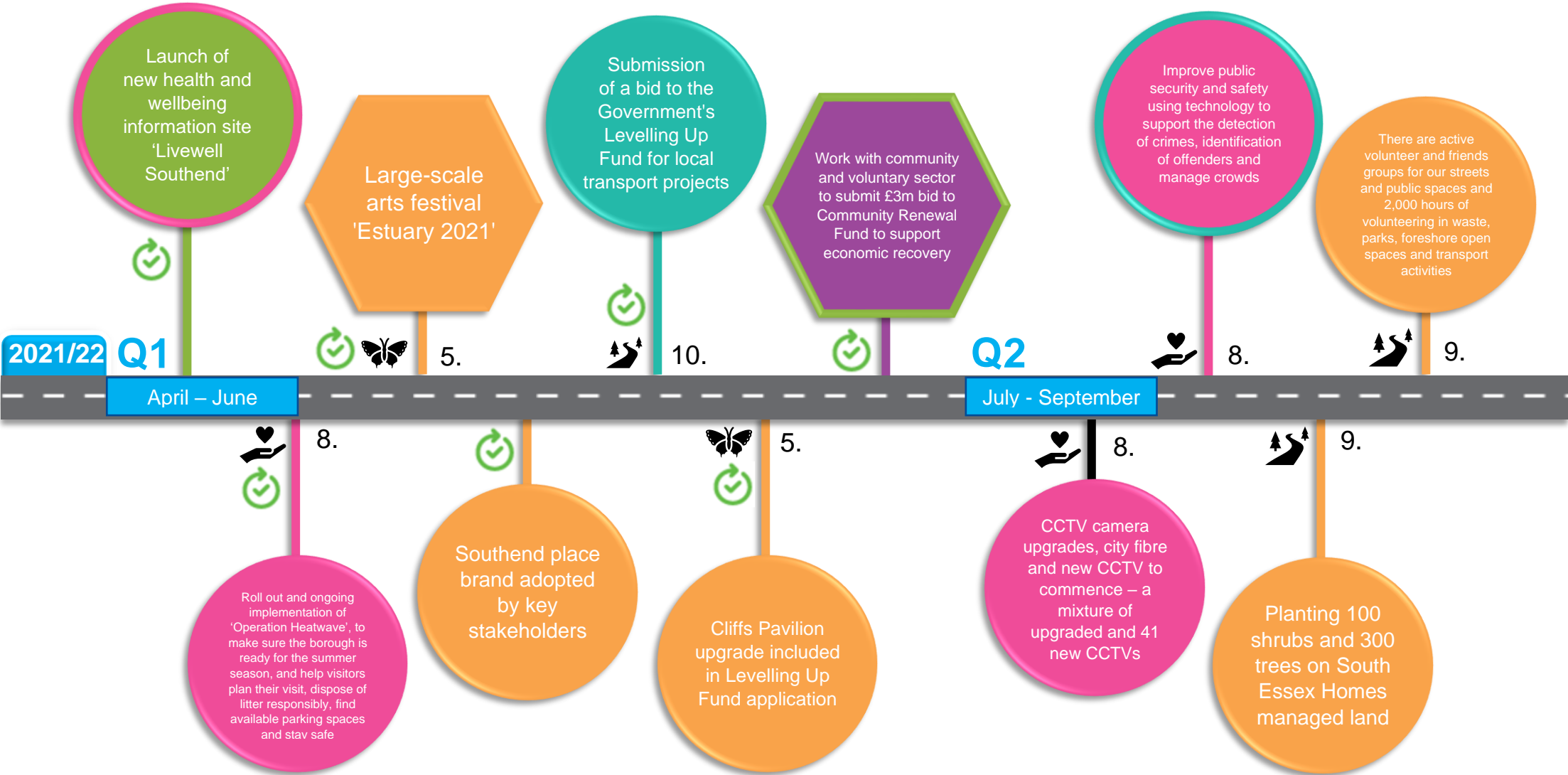


Milestone completed



Milestone links to 2 themes, centre colour denotes the lead theme

DRAFT Southend 2050 Roadmap – 2021 Refresh



2021/22

Q2

July - September

Training provided to Community Support Officers, Street Rangers and Adolescent Intervention and Prevention Team



12.
13.

Disadvantaged pupils helped to get back on track as a result of the pandemic



14.

Commit to making an annual submission under the Carbon Disclosure Project that will report the borough's progress on climate action



4.

A blended approach to working has been agreed for council employees



15.

Pier Royal Pavilion open



5.

Application to achieve planning permission for Porter's Park the park and central play area of Better Queensway, 400 homes, and the ground floors of the buildings edging the park



1.

Targeted holiday programme delivered for specific young people most vulnerable to gang / county lines recruitment



12.
13.

A127 The Bell Junction Improvement is complete



10.

Successful completion of Next Steps/Rough Sleepers Accommodation Programmes, and appropriate interventions from Southends public sector, faith and charitable organisations, with at least 18 individuals housed in good quality affordable properties with wraparound support



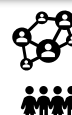
3.
6.

The Victoria Centre offers space for a diversity of new and growing retail



2.

Increased targeted identification of perpetrators and locations of concern and increased disruption and prosecution using contextual safeguarding approaches where appropriate



12.
13.

The Victoria Centre offers opportunities for leisure, culture and arts businesses



2.

2021/22

Q2

7.

12.

13.

4.

2.

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13.

July - September

12.

13.

12.

13.

4.

12.

13.

7.

Feel Good Southend Festival



Trust Links REACH Wellbeing Hub & Recovery College providing support for adults with mental health issues



Reviewing the requirements and solution for the MySouthend resident and members portal

Retrofit energy efficiency measures to initial 12 South Essex Homes properties identified as being in fuel poverty



Launch 0% loans to bring empty retail/commercial units back into use across the borough (No Use Empty)



Weekend medical support for the summer safety offer for first aid and ambulance cover for accidents and injury and street triage



Public consultation on strategies Living Well, Caring Well and Aging Well commenced and completed



Safe to Play training embedded within Southend sports clubs



Local Plan consultation to refine plan options

Deliver a new training/awareness programme for council employees and members on climate and carbon literacy and include information in staff induction



Launch the new collaborative Neuro developmental pathway between children's services and health



At least 20% of children eligible for benefits related free school meals will take part in a summer holiday activity with meal



2021/22 Q3

October - December

Pop up illuminations festival of light events boost tourism and bring pride and joy to the town

Revised Children's Centre Offer launched

Living Well, Caring Well and Aging Well strategies to be approved by Cabinet

Introduction of automated bollards in the high street and seafront

Planning applications submitted for the car park and café developments at East Beach

Roll out of accreditation scheme for businesses that embrace circular economy principles in their practice



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17.



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7.

Update to the Council Constitution

Southend Domestic Abuse Strategy adopted

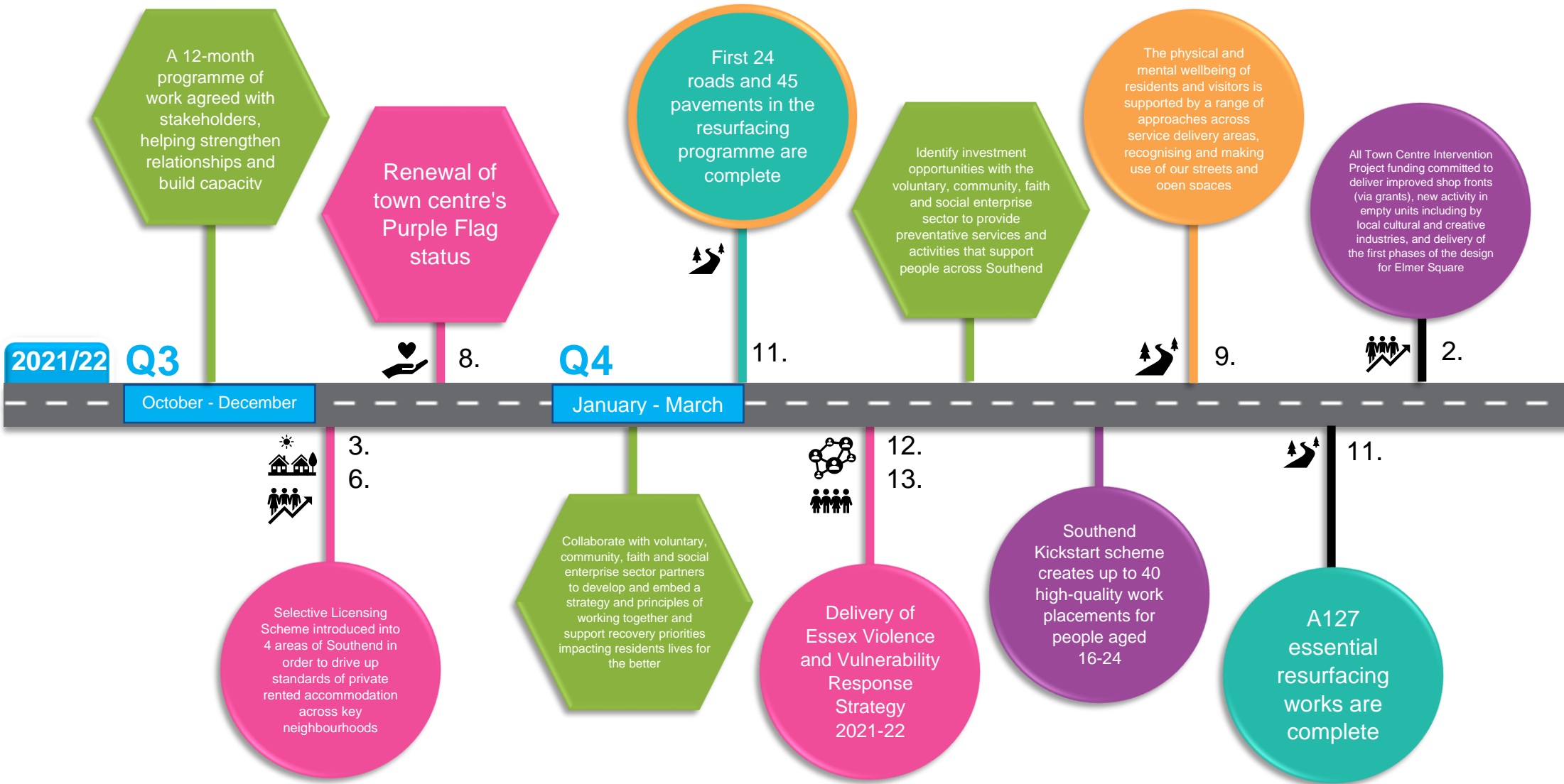
Lead appointed and Task and Finish group established to develop measures to tackle financial inequalities, including co-ordination of the Food Alliance

All relevant available grants provided to Southend businesses to address the impact of trading restrictions on businesses and meet the needs of the local economy

Planning decisions on Roots Hall and Fossetts Farm



1.



2021/22 Q4

January - March

Development of business networks and directories for the creative sector and wider business base to encourage/enable local spend and business growth

200 residents will move into work following sector-based training and support

Review undertaken and decision made on how supported housing will be funded and delivered in the town

15 properties, purchased across the borough in 2021/22, for use by homeless families

Inspections of coastal areas are carried out regularly and required remedial work is undertaken to keep coastal defences in good operational condition to mitigate the impact of coastal flooding and erosion

External grant funding opportunities sought to support delivery of Southend Shoreline Strategy actions



3.
6.



3.
6.



2.

Develop business case to apply for up to £20 million of Government funding to deliver culture-led regeneration in the town centre. If successful, this could include spaces for creative and cultural businesses, skills and activation of the Kursaal

Coming together as the Community Investment Board, up to 15 residents will decide how £1.5 million can be spent to support the local community



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Building programme of private, locally affordable housing for rent and sale continues



3.
6.

Increase the amount of safe accommodation provision for victims of domestic abuse from previous Refuge provision of 7 units



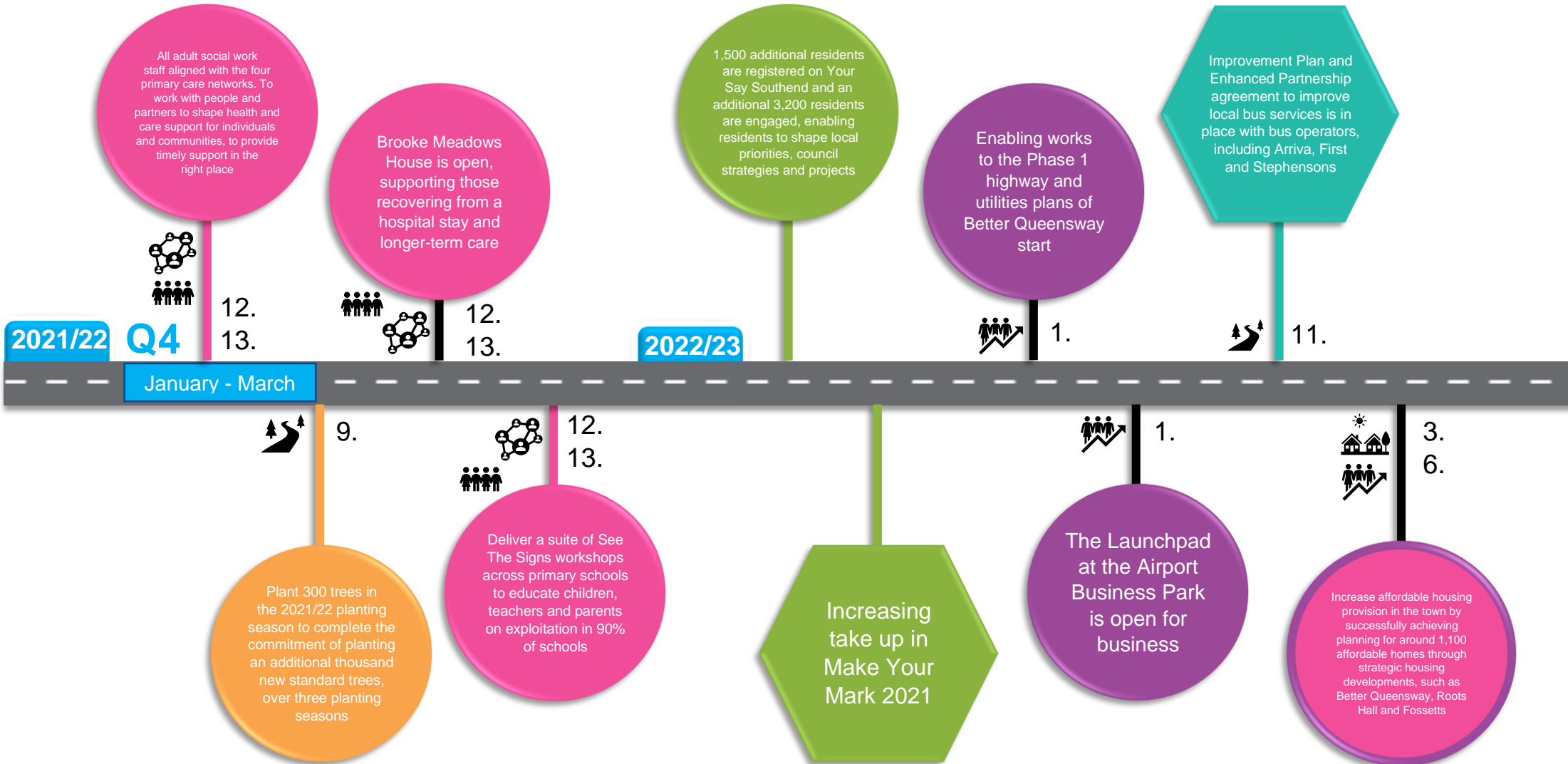
9.

Deliver the Southend element of the England Coastal Path



8.

All Southend Council housing stock achieves 100% of Decent Homes Standard



2022/23

Housing Revenue Account Land Review Project delivers 29 Council Homes



3.
6.

Community engagement programme developed, which enables all council tenants to access information on the safety of their homes and influence wider South Essex Homes services



3.
6.

Southend Pride 2022 brings the community together to celebrate love

Consultation on Local Plan preferred approach

All eligible procurement to include a measurable social value contribution



7.

Digitally enabled healthcare at Southend Care will improve patient outcomes

Installation of full fibre cables to homes and businesses in Southend completed

Investment by the council in extensive works in its social housing stock to meet Building and Fire Safety Regulations Plus



3.
6.

Improved diversity and representation in the Youth Council from schools, colleges and community groups in the borough

Work to deliver the Phase 1 housing plan of Better Queensway starts to build 400 homes



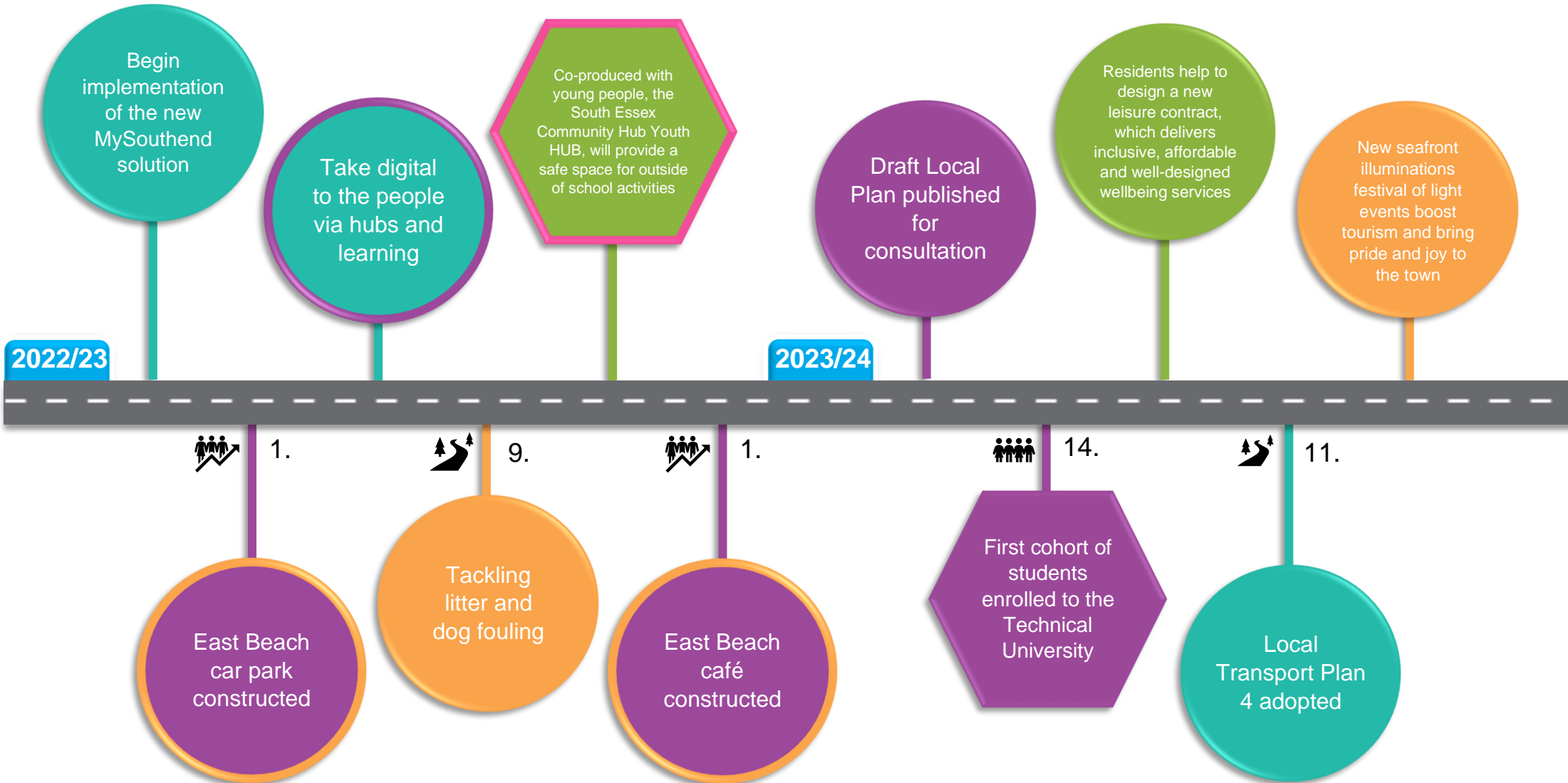
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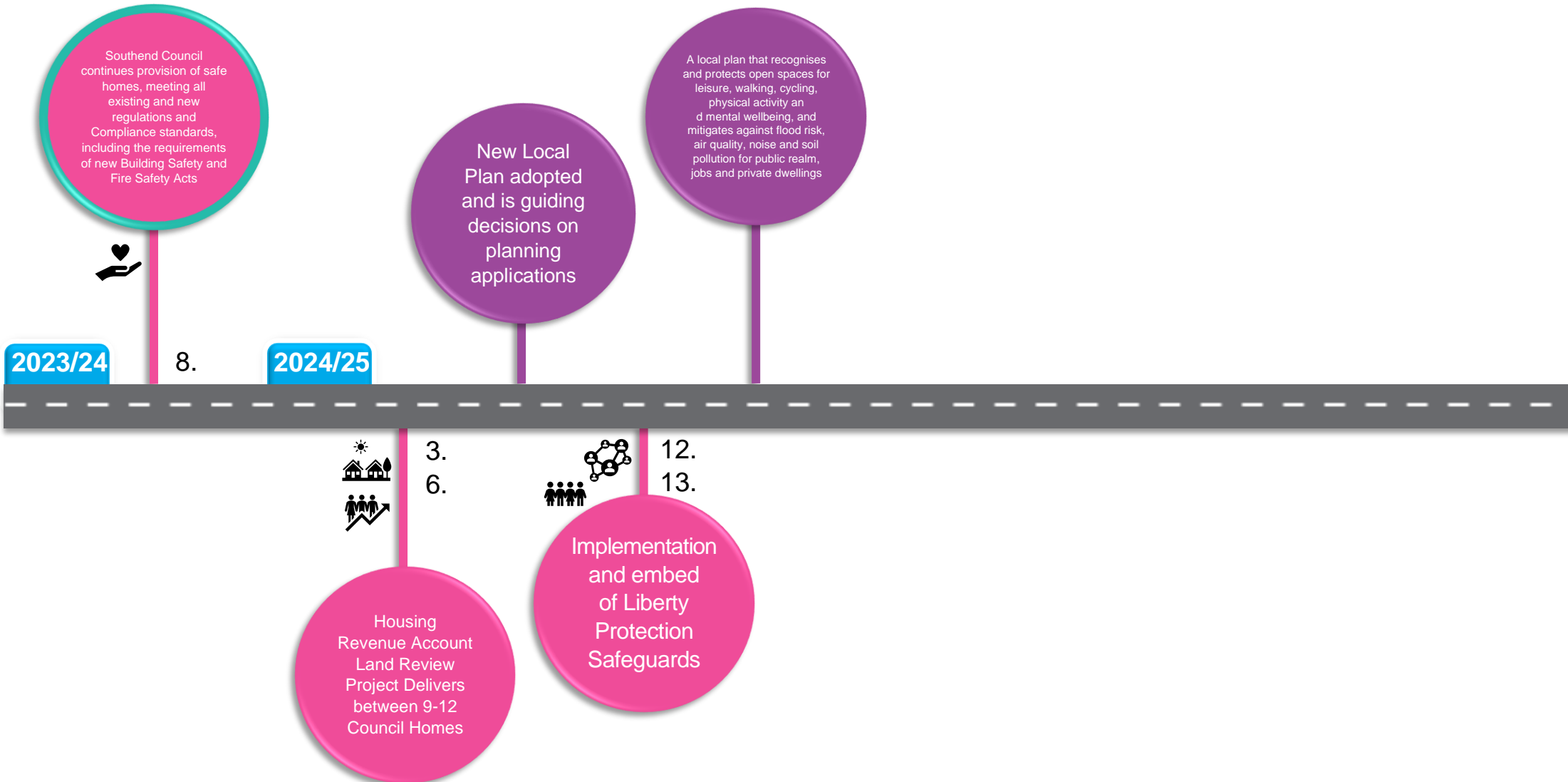
All schools are supported to become or remain good or outstanding



14.

Online co-production training, that is free, accessible and co-designed by residents, organisations, volunteer and workforces





Appendix 8

Southend 2050 Outcome Success Measures

Theme	Success Measures
Pride & Joy	<ul style="list-style-type: none"> • Percentage reduction in council's carbon emissions from buildings between 2012/2013 and 2017/2018 • Number of trees planted and felled • Number of visitors to Southend Pier • Number of Visit Southend website visitors • Percentage of serious defects on our roads and pavements made safe within response times • Percentage of safety inspections of roads and pavements completed within timescale • Percentage of residents satisfied with the local area as a place to live (Residents' Perception Survey 2019) • Percentage acceptable standard of cleanliness: litter • Percentage acceptable standard of cleanliness: detritus • Percentage of household waste sent for reuse, recycling and composting • Percentage of waste collections carried out on time • Number of Green and Blue Flags, which evidence well-managed, safe and accessible parks, open spaces and beaches
Safe & Well	<ul style="list-style-type: none"> • Percentage of concluded safeguarding investigations (section 42 enquiries) with a risk identified and an outcome of either Risk Reduced or Risk Removed • Percentage of those that received short-term service during the year where sequel was either no ongoing support or support of a lower level • Percentage of adults in contact with secondary mental health services live independently with or without support • Percentage of older people (65+) still at home 91 days after discharge from hospital into reablement / rehabilitation services • Percentage of adults with learning disabilities live in their own home or with their family • Rate of permanent admissions into residential / nursing care (65+) • Under 75 Mortality rate from all causes (persons) • Number of victims of violent crime with injury per 1,000/population

Theme	Success Measures
	<ul style="list-style-type: none"> • Number of domestic abuse incidents per 1,000/population • Number of violence against the person offences in the rolling year • Percentage of respondents felt safe in their local area after dark (Residents' Perception Survey 2019) • Percentage of those at risk of homelessness had existing or alternative accommodation secured for at least 6 months • Number of children in temporary accommodation • Number of households in temporary accommodation • Number of cases of repeat homelessness within two years of accepting a suitable private rented sector offer • Number of properties purchased and pending and total value of Housing Acquisitions Programme • Number of houses needed built in 2019/20 (latest Housing Delivery Test result) • Community Safety Unit activity
Active & Involved	<ul style="list-style-type: none"> • Number of respondents agreed that people of different backgrounds get on well together (Residents' Perception Survey 2019) • Percentage of required members recruited to the Community Renewal Fund Board • Number of people in the borough registered to vote (Office for National Statistics 2020) • Percentage of victims of Hate Crime in the borough who do not live in Southend • Amount of money allocated to the council to provide free school meals • Number of physically inactive adults who completed a physical activity course • Number of Your Say Southend users aware, informed and engaged • Faith and Community Groups activity
Opportunity & Prosperity	<ul style="list-style-type: none"> • Number of out-of-work benefits claimants • Number of eligible children benefitting from two-year-old funding • Number of trainees enrolled in and got jobs through the SECTA3, HALO and PAVE sector skills projects • Percentage of three to four-year-old children benefitting from universally funded early education in OFSTED-rated Good or Outstanding Settings

Theme	Success Measures
	<ul style="list-style-type: none"> • Number of individuals employed through A Better Start Southend's Workskills Programme • Percentage of the borough's children are learning in OFSTED-rated Good or Outstanding schools • Number of students commenced the 60 Minute Mentor programme • Percentage of the borough's young people not in employment, education or training or their situation is not known • Number of micro, small, medium and large businesses in Southend • Percentage of high street units occupied (BID area only) • Number of individual visitors to the town centre • Number of successful applications to Arts Council England made from the borough • Total amount of external investment committed to Southend Cultural Organisations by Arts Council England, including Visual Arts, Theatres, Music • Number of individuals, organisations, and businesses registered for the Southend Creative and Culture Network • Percentage of planning appeals either dismissed or receiving a split decision • Percentage of major, other or minor planning applications determined in timescale • Number of planning applications received • Number of businesses benefitted from direct support • Percentage of council contract spend is spent with local suppliers • Ratio of total jobs to population aged 16-64
Connected & Smart	<ul style="list-style-type: none"> • Percentage of people with a disability found it easy to get around the borough NHT Survey 2020 • Percentage of people without a car found it easy to get around the borough • Percentage of people found it easy to get around the borough • Southend Pass subscriptions and parking sessions booked to date • Number of publicly available electric vehicle charging devices in the borough • Number of all vehicle registrations for ultra-low emissions vehicles, such as battery electric, plug-in hybrid electric and fuel cell electric vehicles

Theme	Success Measures
	<ul style="list-style-type: none"> • Nitrogen Dioxide annualised mean concentration at the Prince Avenue Air Quality Management Area • Number of registered users on MySouthend
Future Ways of Working	<ul style="list-style-type: none"> • Number of meetings held of Office 365 Teams • Percentage of council employees engaged in ME Learning or the Knowledge Hub learning platform to access self-directed learning • Percentage reduction in the council's carbon emissions from buildings • Number of hours of Microsoft Teams training delivered • Number of active users on Microsoft Teams

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