

# Southend-on-Sea Borough Council

Report of Chief Executive

to

**Cabinet**

on

**6 November 2018**

Agenda  
Item No.

Report prepared by: Ade Butteriss, Team Manager -  
Engagement and Reputational Management, Tim MacGregor,  
Team Manager - Policy & Information Management, Rob  
Walters – Senior Partnership Advisor, Engagement

---

**Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map.  
Relevant Scrutiny Committee(s): Policy & Resources, People and Place Scrutiny  
Committees**

**Cabinet Member: Councillor Lamb**

**A Part 1 Public Agenda Item**

---

## **1. Purpose of Report**

- 1.1 To consider the findings of the Southend 2050 engagement programme and to recommend that the Council adopts the resulting draft Ambition, Themes & Outcomes and Southend 2050 Five Year Road Map.

## **2. Recommendations**

- 2.1 To note and welcome the findings of the Southend 2050 engagement programme.
- 2.2 That the Council be recommended to adopt the Ambition, Themes & Outcomes and the Southend 2050 Five Year Road Map, as set out in Appendices A, B and C respectively.
- 2.3 That the Transforming Together programme, outlined in paragraph 6 be noted and endorsed.
- 2.4 That the matter is referred direct to the Policy & Resources, Place and People Scrutiny Committees.

## **3. Background**

### **3.1 Process**

- 3.2 During spring 2018 the Council embarked on a major engagement exercise with key local stakeholders to develop a shared and jointly owned ambition for Southend in 2050. Its purpose was to shape a long term vision for the borough whilst providing a focus on shorter term outcomes deliverable by the Council, its partners and local

communities. The resulting ambition aims to articulate not only the visible changes to our environment but also highlight the more fundamental effects on people lives – essentially capturing how it could feel to live, work or visit here in the future.

- 3.3 The engagement programme has been well-publicised, extensive and varied so that the broadest possible range of stakeholders have had the opportunity to contribute. A variety of different methods have been used to conduct open and ambitious conversations in locations right across the borough. These include facilitated workshops with business leaders, deliberative sessions with targeted resident representatives, meetings with local interest and community groups, public events and venues, and in-depth 1:1 interviews with citizens.
- 3.4 People have enthusiastically shared their thoughts on-line with literally thousands of comments being generated via social media and the Southend 2050 website. Young people and schools have responded particularly positively through a number of imaginative competitions and events, including a lively future-themed Youth Council float at Southend Carnival.
- 3.5 In addition a great deal of valuable quantitative feedback has been generated from more traditional consultation methods, such as the large scale borough-wide 2018 Residents Perception Survey. Councillors and Council staff have also actively participated throughout the process.
- 3.6 A comprehensive overview of the methods and results of the engagement activity is summarised at **Appendix D**.

#### **4. A resident and stakeholder led Council**

- 4.1 Stakeholders responded well to the Council's call to 'be part of the conversation', providing a high volume of comprehensive qualitative and quantitative feedback. This complex mosaic of views has been systematically interpreted and coded for ease of understanding and has provided a series of consistent messages across a range of subject areas.
- 4.2 The level of engagement, with a reach of over 35,000 people, 4,000 actively taking part and 55 events held, making it one of the most extensive such exercise in the Council's history. It is testimony to the type of council that we are, and want to become – one that puts people at the heart of what we do.
- 4.3 These messages have been carefully considered, tested with stakeholders and expressed in the form of an ambition statement, supporting themes and desired outcomes as attached. The draft ambition is shown at **Appendix A** and draft outcomes, grouped by theme, at **Appendix B**.

#### **5. Delivering Southend 2050**

- 5.1 Southend 2050 is not a single document. Instead it is made up of an ambition, associated outcomes by theme that set the context, a Five Year Road Map and a suite of other delivery plans, strategies and policies that fit the context of Southend 2050.

5.2 The Five Year Road Map at **Appendix C** outlines the role the Council will play in achieving the ambition. It provides a high level guide for Councillors, staff, partners and others in aligning their capacity and resources to priorities. It will help in ensuring that all are working to the same ends.

5.3 The Five Year Road Map builds on our existing achievements and outlines key objectives in the coming 5 years. Underpinning delivery plans will focus on achieving desired outcomes that reflect our ambition and focus on the next 12-18 months.

## **6. Transforming Together**

6.1 Southend 2050 is a bold and ambitious programme of work which will require the organisation to transform to ensure that is 'match fit' for the future. Work is underway to put in place the conditions that staff have identified as being necessary to make this happen. These conditions will form an overarching transformation programme for the organisation and includes the need for:

- a clear vision & delivery strategy
- digital enablement to support the vision
- a trusted, empowered and engaged workforce
- an appetite to invest in people and outcomes and to accept risk
- closer collaboration with staff, members, citizens and partners
- simple and effective governance
- an open mind-set that will drive forward transformation and change

## **7. Other Options**

Not adopting the recommended approach would mean that the borough's vision contained in the 2010-20 Community Plan would be nearly 10 years old and the Council's vision, aims and priorities nearly 13 years old, all of which have become, or will quickly become very dated.

## **8. Reasons for Recommendation**

Not applicable to this report.

## **9. Corporate Implications**

### **9.1 Contribution to Council's Vision & Corporate Priorities**

The purpose of the report is to provide a new ambition and set of themed desired outcomes for the borough, providing the context for the Council's key planning documents.

### **10.2 Financial Implications**

The capital and revenue resources required to deliver the Five Year Road Map are either already identified in existing Council budgets or will need to be identified for consideration as part of each years' budget processes as the Council moves towards outcome based budgeting. Effectively this will mean prioritisation and reallocation of resources plus any additional investments of capital and revenue resources, as required, to deliver the Five Year Road Map.

Any communication costs associated with the dissemination or publicity of the ambition and Five Year Road Map will be met within existing budgets.

### **10.3 Legal Implications**

None specific.

- 10.4 People Implications  
Council staff have provided their input into the Southend 2050 programme.
- 10.5 Property Implications  
There are no property implications.
- 10.6 Consultation  
Whilst the engagement programme has generally been framed around a conversational, discursive approach some formal consultation methods have been used where appropriate - notably for the Residents Perception and Online surveys - which were carried out following Council guidelines.
- 10.7 Equalities Implications  
Southend 2050 has been designed to engage with as wide a range of stakeholders as possible, both geographically and across the protected characteristics. Consultation methods have been inclusive and accessible. Equality Assessments will be carried out on key deliverables once they have been identified as outcomes and confirmed in the Five Year Road Map and delivery plans.
- 10.8 Risk Assessment  
Potential risks have been routinely monitored and addressed via monthly project progress reviews. Mitigating measures have been used to successfully manage the chief potential risk; 'Negative impact on the Council's reputational due to inappropriate methods of engagement'.
- 10.9 Value for Money  
Engagement work is deemed to have provided good value for money due to the breadth, scope and volume of participants involved and the quality of intelligence gathered.
- 10.10 Community Safety Implications  
Feedback from engagement work has identified a number of ambitions relating to community safety that will be addressed as potential outcomes in subsequent Council delivery plans and partners strategies. It has also flagged current concerns which have been flagged to relevant colleagues and partners for action.

## **11. Appendices**

- 11.1 Appendix A - Southend 2050 Ambition
- 11.2 Appendix B – Southend 2050 Themes and Outcomes
- 11.3 Appendix C – Southend 2050 Five Year Road Map 2018 – 2023
- 11.4 Appendix D – Southend 2050 engagement overview