

Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

17 January 2018

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Suzanne Newman – Insights Manager

Southend 2050 – Strategic Delivery Plans

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To consider the Strategic Delivery Plans (SDPs) following the agreement of the Southend 2050 Ambition, Themes & Outcomes and Southend 2050 Five Year Road Map at full Council on 13 December.

2. Recommendation

- 2.1 That Cabinet adopts the Strategic Delivery Plans supporting the delivery of the Southend 2050 Ambition and the Southend 2050 Five Year Road Map as mentioned in the background reports.
- 2.2 That the Cabinet notes the Transforming Together work and endorses the new Council values.

3. Background

- 3.1 Cabinet, on 6 November 2018, received a report outlining the findings of the Southend 2050 engagement programme and the draft Southend 2050 Ambition, Themes and Outcomes and Five Year Road Map.
- 3.2 The Southend 2050 documentation was endorsed by full Council on 13 December following referral to the Council's three Scrutiny Committees for further consideration.
- 3.3 The 2050 Road Map, incorporating the Ambition, Themes and Outcomes, is a high level document. It will be supported by 5 Strategic Delivery Plans (one per theme) Underpinning these high level plans there will be 23 outcome delivery plans (4 or 5 per theme) While setting the Ambition for the coming decades to 2050, the Road Map and associated documentation should not be seen as set in stone. They will need to respond to inevitably changing circumstances, locally, nationally and internationally, and future documentation will reflect this.

4. The Strategic Delivery Plans

The Strategic Delivery Plans (SDPs) are based on each of the five themes and each is led by a Cabinet Member and a member of the Council's Corporate Management Team. The SDPs will have a five year horizon. The outcome delivery plans are led by officers, will support the SDPs, will have a one year horizon and will be refreshed each year.

The Strategic Delivery Plans are based on each of the five Themes:

- **Pride & Joy** – By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer
- **Safe & Well** – By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives
- **Active & Involved** – by 2050 we have a thriving, active and involved community that feel invested in our city.
- **Opportunity & Prosperity** – By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people
- **Connected & Smart** – By 2050 people can easily get in, out and around our borough and we have world class digital infrastructure

4.2 Each SDP has been divided in to three sections:

- What do we want to achieve?
- How will we know if we've achieved it?
- How are we going to achieve it?

There are also two additional sections of the plan, which links the theme to other key plans and strategies across the council; as well linking to other 2050 outcomes.

5. Councils Values

- 5.1 In order to deliver the Southend 2050 ambition for the town, the Council will need to develop a new culture and way of doing business. This work – Transforming Together - is currently underway and is being delivered through outcomes designed to create the conditions that have been identified for successful transformation. Namely:

Clear Vision & Strategy
Digital Enablement to support the vision
Trusted empowered and engaged workforce
Appetite to invest in people, outcomes and accept risk
Closer collaboration with staff, members, citizens and partners
Simple and effective governance
Open mind-set that will drive forward transformation and change

A key building block for the Transforming Together work is the Council's values.

These represent and underpin everything we do at the council, from key business making decisions, to our engagement with our residents, visitors, businesses and students.

The new values have been developed from extensive engagement with our staff and are:

- **Inclusive** - we put people at the heart of what we do
- **Collaborative** - we work together
- **Honest** - we are honest, fair and accountable
- **Proud** – we are proud to make lives better

5.2 The final value ‘proud’ feeds into the new ‘sign off statement’ for the council to replace ‘Creating a better Southend’ with Southend-on-Sea Borough Council – ‘making lives better’.

5. Other Options

Not adopting the recommended approach would mean that the Borough’s vision would not be aligned to what our residents and others are telling us.

6. Reason for Recommendation

To have in place Strategic Delivery Plans to deliver the Southend 2050 ambition, Themes, Outcomes and the Five Year Road Map, ensuring the successful and sustainable future of the borough.

7. Corporate Implications

7.1 Contribution to Council’s Vision & Corporate Priorities

The SDPs will ensure the delivery of the Southend 2050 ambition and will provide a new collaborative planning framework for how the Council does business

7.2 Financial Implications

The capital and revenue resources required to deliver the Strategic Delivery Plans are either already identified in existing Council budgets or will need to be identified as part of the Council’s budget making process and will mean a move to longer term budget investment focussed on outcomes. Effectively this will mean prioritisation and reallocation of resources plus any additional investments of capital and revenue resources, as required, to deliver the Strategic Delivery Plans. Any communication costs associated with the dissemination or publicity of the Strategic Delivery Plans will be met within existing budgets.

7.3 Legal Implications - None specific.

7.4 People Implications

Council staff have provided their input into the Southend 2050 programme and the Transforming Together work. As the Council becomes an outcome focussed organisation, staff will be deployed to deliver against the agreed outcomes.

7.5 Property Implications – The Council will also begin to utilise its property assets and to focus these around the delivery of the agreed outcomes.

7.6 Consultation

The wide extent of the engagement is outlined in the 2050 report to 6 November Cabinet. The engagement programme has been framed around a conversational, discursive approach although some formal consultation methods have been used where appropriate - notably for the Residents Perception and Online surveys - which were carried out following Council guidelines. Consultation and engagement in the Transforming Together work is also underway.

7.7 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 Strategic Delivery Plans.

7.8 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'.

7.9 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.

7.10 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 passed to relevant colleagues and partners for action.

8. Background Papers

Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map. Report to 4 December Cabinet 2018.

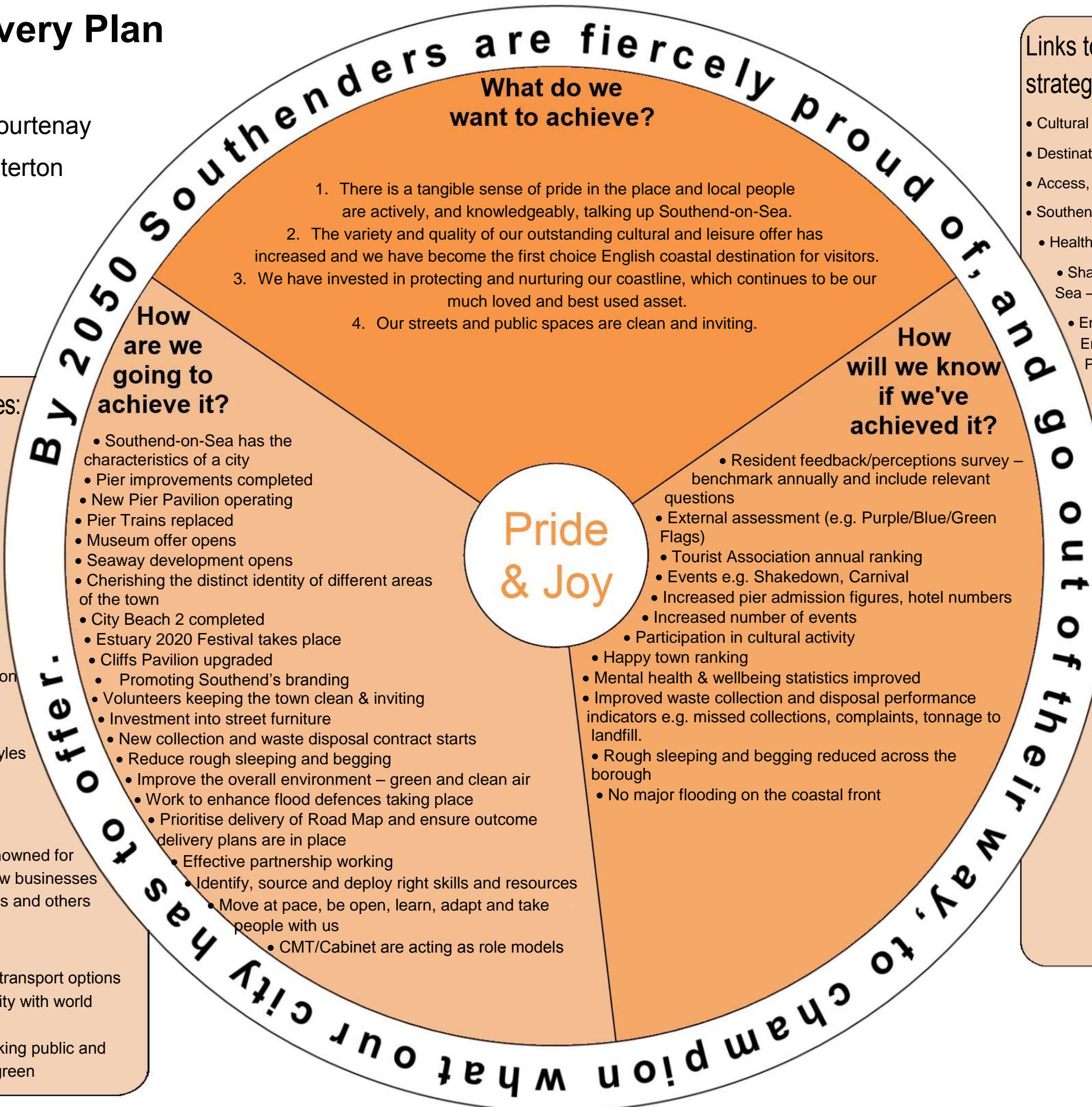
9. Appendices

9.1 Appendix 1: Strategic Delivery Plans

Strategic Delivery Plan 2019-2023

Lead Councillor: Cllr Courtenay

Lead Officer: Joe Chesterton



Links to other 2050 themes:

Safe & Well

- People feel safe and secure
- Southenders are remaining well enough to enjoy fulfilling lives
- Protecting and improving the quality of life for the most vulnerable
- We are a Green City

Active & Involved

- Improved community connection
- Communities come together to enhance their neighbourhood
- People have active and lifestyles

Opportunity & Prosperity

- Key regeneration schemes
- Local Plan
- Southend is a place that is renowned for its creative industries, where new businesses thrive and established employers and others invest for the long term.

Connected & Smart

- People have a wide choice of transport options
- Southend is a leading digital city with world class infrastructure
- We are leading the way in making public and private travel smart, clean and green

Links to other key plans & strategies:

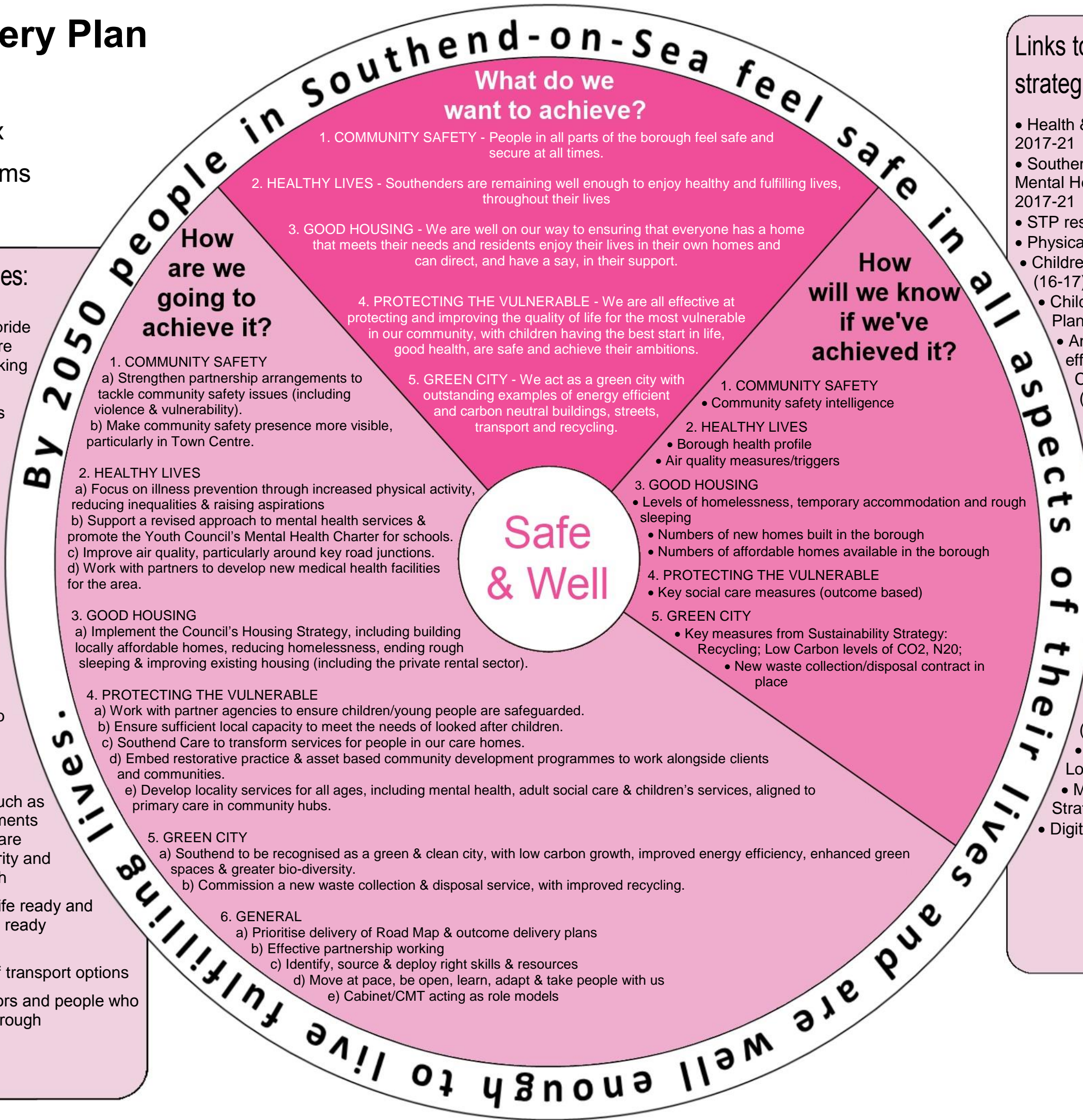
- Cultural Strategy
- Destination Southend (Tourism Strategy)
- Access, Parking & Transport Strategy
- Southend Cycling Strategy
- Health & Wellbeing Strategy
- Shaping the Future for Southend-on-Sea – Vision for Learning 2020
- Environmental, Crime Enforcement Strategy and Policy
- Local Plan
- Growth Strategy
- Physical Activity Strategy
- Ambition Southend – Skills and Labour Market Strategy 2018
- Southend Shoreline Strategy
- Local Plan
- Medium Term Financial Strategy

Strategic Delivery Plan

2019-2023

Lead Councillor: Cllr Cox

Lead Officer: John Williams



Links to other 2050 themes:

Pride and Joy

- There is a tangible sense of pride in the place and local people are actively and knowledgeably talking up Southend-on-Sea
- Our streets and public spaces are clean and inviting

Active & Involved

- The benefits of community connection are evident as more people come together to help, support and spend time with each other
- A range of initiatives help communities come together to enhance their neighbourhood and environment
- More people have active lifestyles and there are significant fewer people who do **not engage in any physical activity**

Opportunity and Prosperity

- 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 and life ready and our workforce is skilled and job ready

Connected & Smart

- People have a wide choice of transport options
- It is easier for residents, visitors and people who work here to get around the borough

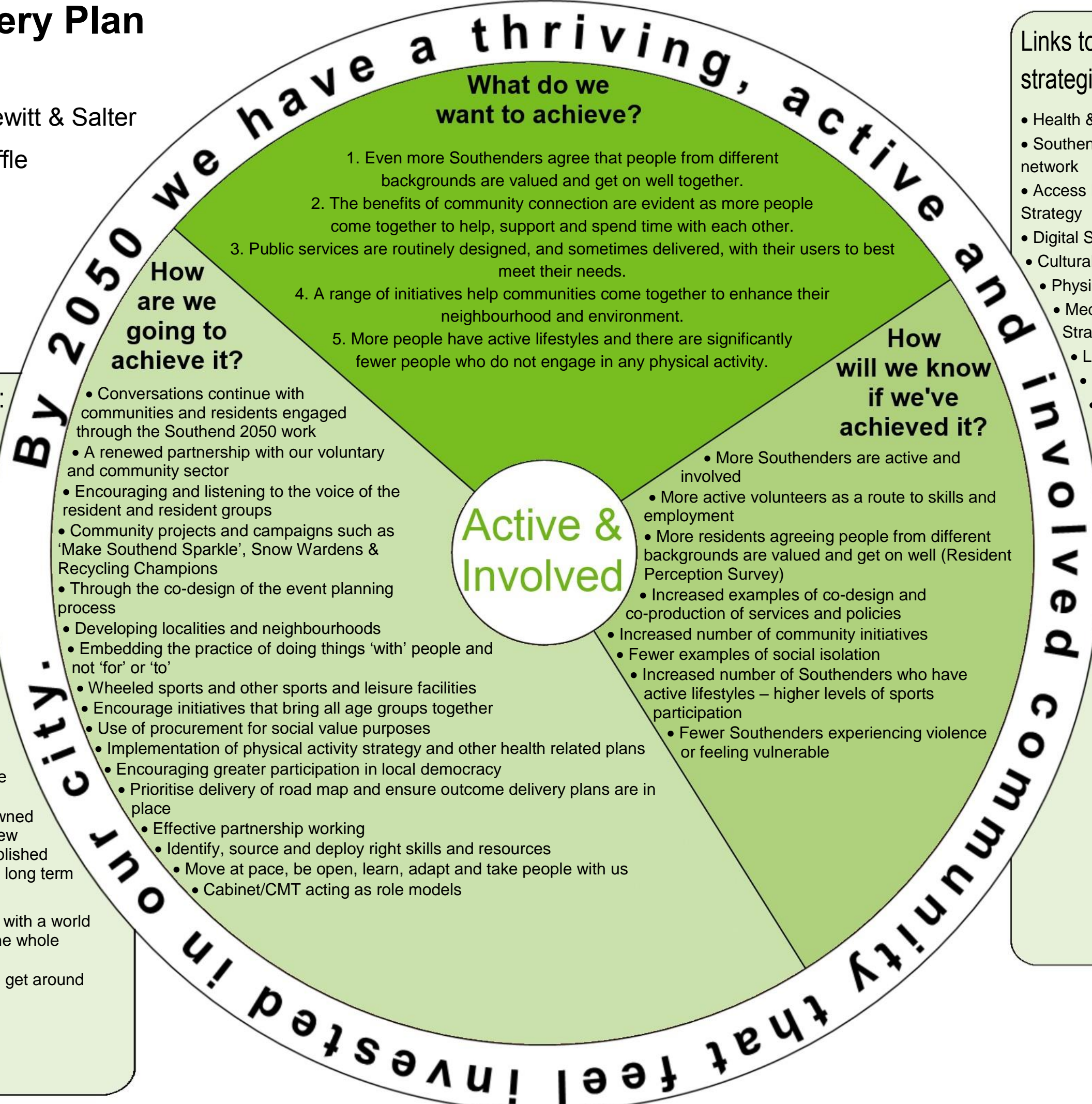
Links to other key plans & strategies:

- Health & Wellbeing Strategy – 2017-21
- Southend, Essex and Thurrock Mental Health and Wellbeing Strategy 2017-21
- STP response (2018)
- Physical Activity Strategy (2016-21)
- Children & Young People's Plan (16-17)
- Children Services Improvement Plan (Sept 2016)
- Annual Report on the effectiveness of Safeguarding Children in Southend (2016-17)
- Early Help Family Support Strategic Plan (2016-17)
- Integrating Children's Strategy (June 17)
- Older People's Strategy (15-18)
- Learning disability strategy & Action Plan (2014-19)
- Low Carbon Energy and Sustainability Strategy (2015-20)
- Environmental Crime Enforcement Strategy & Policy (2013)
- Air Quality Action Plan (2018)
- Essex & Southend Waste Local plan (2016-17)
- Medium Term Financial Strategy
- Digital Strategy

Strategic Delivery Plan 2019-2023

Lead Councillor: Cllrs Flewitt & Salter

Lead Officer: Joanna Ruffle



Links to other 2050 themes:

- Pride & Joy**
- A tangible sense of pride in the place by local people are actively and actively talking up Southend-on-Sea
 - Our streets and public spaces are clean and inviting
- Safe & Well**
- People in all parts of the borough feel safe and secure at all times
 - Southenders are remaining well enough to enjoy healthy and fulfilling lives
 - We act as a green city
- Opportunity & Prosperity**
- The Local Plan is setting an exciting planning framework for the borough
 - Southend is a place that is renowned for its creative industries; where new businesses thrive and where established employers and other invest for the long term
- Connected & Smart**
- Southend is a leading digital city with a world class infrastructure that enables the whole population
 - Transport that enables people to get around easily and to be active

Links to other key plans & strategies:

- Health & Wellbeing Strategy
- Southend 2050 engagement network
- Access Parking & Transport Strategy
- Digital Strategy
- Cultural Strategy
- Physical Activity Strategy
- Medium Term Financial Strategy
- Local Development Scheme
- Growth Strategy
- Southend Cycling Strategy
- Economic Growth Strategy
- South Essex Growth Deal
- Destination Southend (Tourism Strategy)
- Environmental, Crime Enforcement Strategy and Policy

Strategic Delivery Plan

2019-2023

Lead Councillor: Cllr Boyd

Lead Officer: Simon Leftley

Links to other 2050 themes:

Pride and Joy

- Attracting investment
- Culture as an attractor
- Tourism - jobs and skills
- Diversity in the population creating a more diverse economy with greater opportunity
- Skills and jobs so people can stay in Southend

Safe and Well

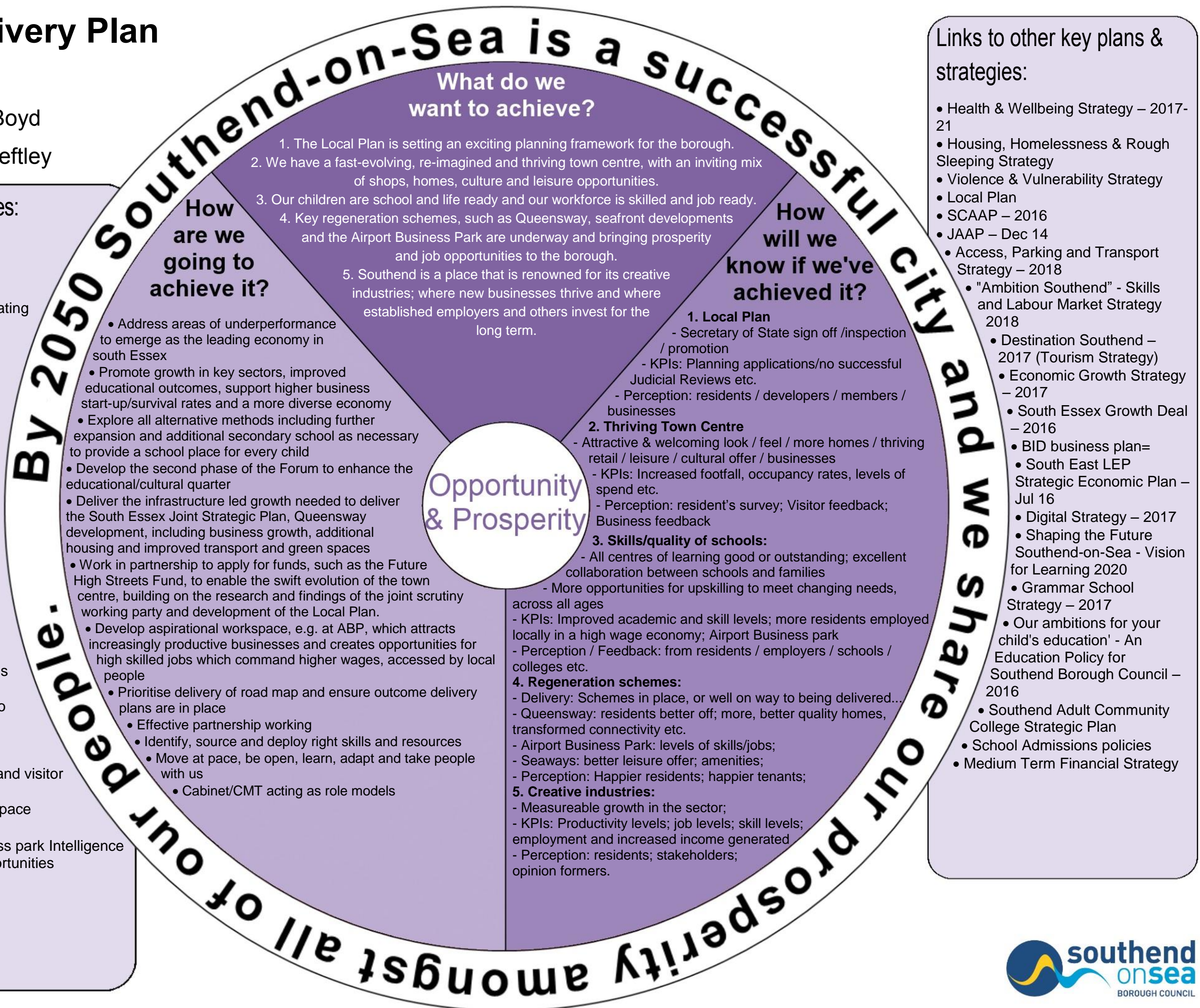
- Safe and active town centre
- Inclusive growth-opportunities for all including vulnerable groups
- Health/mental health in education and the workplace
- Housing for the workforce
- Attractiveness of the town centre

Active and Involved

- Business participation in shaping the narrative about Southend, ambassadors
- Volunteering as a route to skills and employment
- Procurement - local capacity to sell to the Council

Connected and Smart

- Business, workforce, student and visitor accessibility
- Unlocking new development space
- Digital economy and skills
- Role of the airport and business park Intelligence / data creating commercial opportunities



Links to other key plans & strategies:

- Health & Wellbeing Strategy – 2017-21
- Housing, Homelessness & Rough Sleeping Strategy
- Violence & Vulnerability Strategy
- Local Plan
- SCAAP – 2016
- JAAP – Dec 14
- Access, Parking and Transport Strategy – 2018
- "Ambition Southend" - Skills and Labour Market Strategy 2018
- Destination Southend – 2017 (Tourism Strategy)
- Economic Growth Strategy – 2017
- South Essex Growth Deal – 2016
- BID business plan=
- South East LEP Strategic Economic Plan – Jul 16
- Digital Strategy – 2017
- Shaping the Future Southend-on-Sea - Vision for Learning 2020
- Grammar School Strategy – 2017
- Our ambitions for your child's education' - An Education Policy for Southend Borough Council – 2016
- Southend Adult Community College Strategic Plan
- School Admissions policies
- Medium Term Financial Strategy

Strategic Delivery Plan

2019-2023

Lead Councillor: Cllr Moring

Lead Officer: Andy Lewis

Links to other 2050 themes:

Pride and Joy

- There is a tangible sense of pride in the place and local people are actively and knowledgeably talking up Southend-on-Sea
- Our streets and public spaces are clean and thriving

Safe and Well

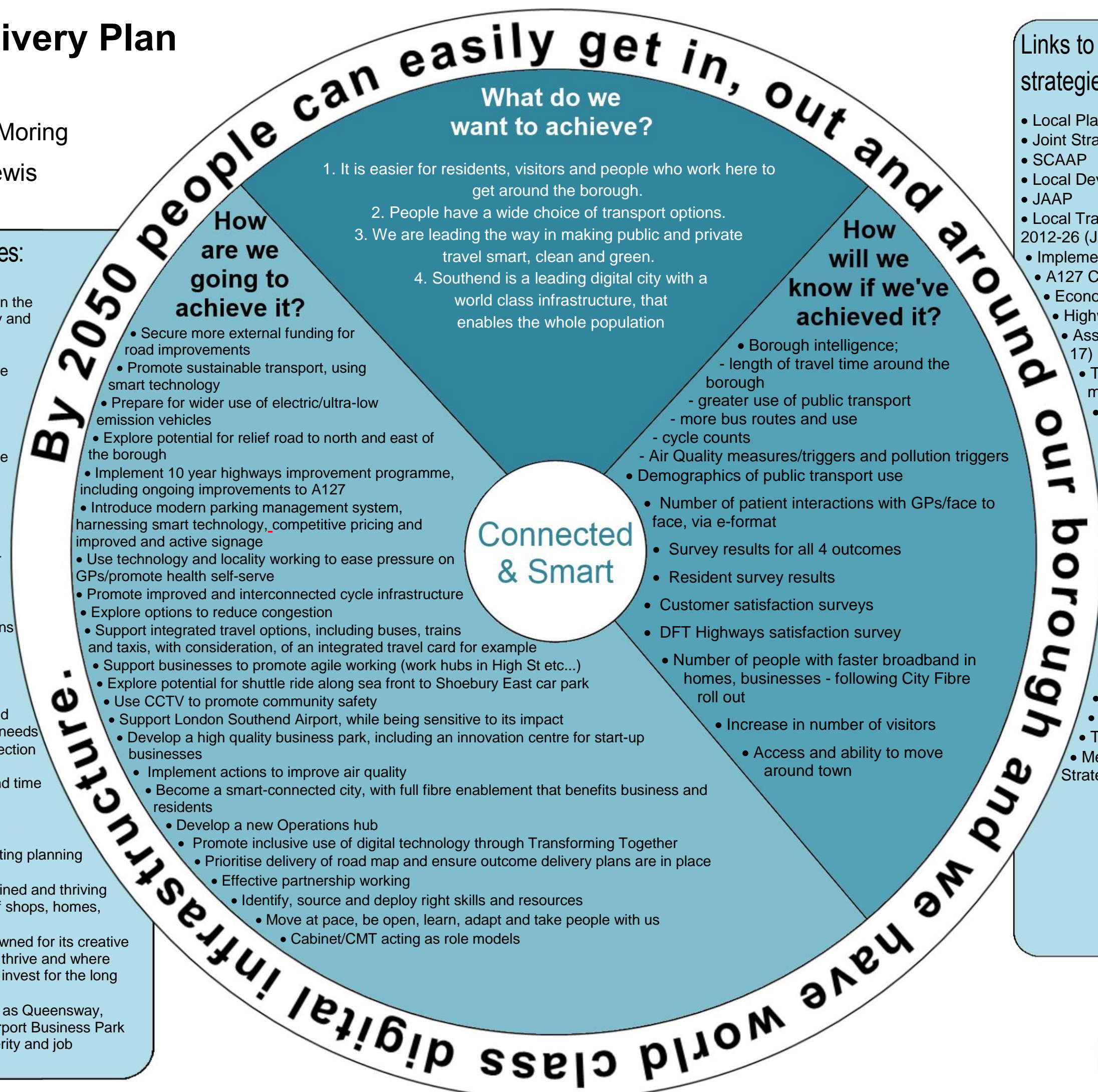
- We are well on our way to ensuring that everyone has a home that meets their needs and residents enjoy their lives in their own homes and can direct, and have a say in their support.
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community, with children having the best start in life, good health, are safe and achieve their ambitions
- We act as a green city

Active and Involved

- Public services are routinely designed, and sometimes delivered with their users to best meet their needs
- The benefits of community connection are evident as more people come together to help, support and spend time with each other

Opportunity and Prosperity

- The Local Plan is setting an exciting planning framework for the borough
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities
- 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
- Key regeneration schemes such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities



Links to other key plans & strategies:

- Local Plan
- Joint Strategic Plan (ASLEA)
- SCAAP
- Local Development Scheme
- JAAP
- Local Transport Plan – Strategy 2012-26 (Jan 15) & Implementation 2015-21
- A127 Corridor for Growth
- Economic Plan (Mar 14)
- Highway infrastructure
- Asset Management Plan (Jun 17)
- Transport Asset management Strategy
- Southend Shoreline Strategy
- Highways Infrastructure
- Data Management Strategy
- Highway Infrastructure
- Asset Data Management Strategy
- Access, Parking & Transport Strategy for Southend
- Southend Cycling Strategy
- Southend Digital (2014-18)
- Digital Strategy
- Growth Strategy
- Tourism Strategy
- Medium Term Financial Strategy