

# Southend-on-Sea Borough Council

Report of Chief Executive

to

**Cabinet**

on

**25 June 2019**

Tim MacGregor - Policy Manager

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**Revised Southend 2050 – Five Year Road Map**

**Cabinet Member: Councillor Gilbert**

**All Scrutiny Committees**

**A Part 1 Public Agenda Item**

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## **1. Purpose of Report**

- 1.1 To consider the content of the revised Southend 2050 Five Year Road Map timeline, following the formation of the joint administration at Council on 3 June 2019.

## **2. Recommendation**

- 2.1 That Cabinet agrees the revised Southend 2050 Road Map time-line (Appendix 1), reflecting the policy objectives of the new joint administration.

## **3. Background**

- 3.1 Council on 13 December 2018 agreed the Southend 2050 Ambition, Themes and Outcomes and Five Year Road Map. This followed extensive community engagement and a process of review and revision which led to the incorporation of suggested changes made by councillors, prior to and during the scrutiny process.
- 3.2 Since then the Council has been progressing implementation of the Road Map, supported by the development of a series of delivery plans. Strategic Delivery Plans (SDPs) with a five year time horizon and based on the five Ambition themes, have been led by a Cabinet member and a member of the Corporate Management Team. These were agreed by Cabinet on 17 January 2019.
- 3.2 Outcome Delivery Plans (ODPs), with a one year to 18 months horizon and led by officers, support the SDPs and will be refreshed each year. The report agreeing the Road Map and associated documentation emphasised that they 'should not be seen as set in stone', but would respond to changing circumstances.
- 3.3 The Council meeting on 3 June, saw the Labour, Independent and Liberal Democrat Groups form a new administration which has set out its policy objectives and which support the 2050 Ambition and Road Map desired outcomes, while placing greater emphasis or prioritisation on particular areas. Among these are new housing

opportunities, including new social and key worker housing; measures to improve the private rented sector; prioritisation of the green agenda; a more integrated approach to transport, including reviewing the current approach to parking; enhancing local people's skills and making the council a living wage employer. The new priorities are underlined and highlighted in the revised 2050 Road Map time line, attached at Appendix 1.

3.4 The Southend 2050 Themes and Outcomes for 2023 are set out in Appendix 2. This highlights the opportunity for Cabinet members to be assigned to each theme, with a view to reviewing the current Strategic Delivery Plans to take account of the new administration's policy objectives and to oversee progress against each theme.

3.5 The Council has recognised that the Southend 2050 Ambition and Road Map cannot be delivered without a fundamental change in the way it operates. Central to this change are the values and behaviours adopted by councillors, senior managers and staff. The values, agreed by Cabinet have been supplemented by five expected behaviours as follows:

**Values:**

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

**Behaviours:**

- Driving positive change;
- Trust and respect;
- Demonstrating strong leadership;
- Act with integrity and behaving responsibly and
- Building relationships to work well together

Adopting these values and behaviours with a renewed councillor focus on the 2050 desired outcomes will provide a significant boost to delivering the 2050 Ambition.

**4. Other Options**

Not adopting the recommended approach would mean that the Council's administration policy objectives would not be fully reflected in the Southend 2050 Road Map.

**5. Reason for Recommendation**

To have in place an up to date ambition for Southend 2050, Themes, Outcomes and a Five Year Road Map, for the future of the borough.

**6. Corporate Implications**

**6.1 Contribution to Southend 2050 Road Map**

The purpose of the report is to provide an update to the Southend 2050 Ambition and Road Map, providing the context for the Council's key planning documents, following the formation of a new Council administration on 3 June.

## 6.2 Financial Implications

The Council's existing revenue and capital budgets will contain elements of funding to deliver some of the priorities within the 5 year Road map. Where priorities require new or additional investment, and for disinvestment, these will be considered as part of the Outcome Delivery Plans and outcome based budgeting for 2020/21 to 2023/24 in setting the council budget for those years.

The new administration policy objectives will be further assessed for financial implications, which may require further prioritisation and/or reallocation of resources, to be considered at future Cabinet meetings.

## 6.3 Legal Implications - None specific.

## 6.4 People Implications – None specific

## 6.5 Property Implications

All the 2050 priorities with property implications will be assessed as part of the Council's asset management and capital programmes, and the pipeline assessment work .

## 6.6 Consultation - None specific.

## 6.7 Equalities Implications

Southend 2050 programme was designed to engage with as wide a range of stakeholders as possible, both geographically and across the protected characteristics. Consultation methods were inclusive and accessible. Equality Analyses will be carried out on key deliverables as they are progressed.

## 6.8 Risk Assessment

Delivery of the new administration's policy objectives will be considered as part of the Council's risk management processes.

## 6.9 Value for Money – none specific

## 6.10 Community Safety Implications

Feedback from 2050 engagement identified a number of ambitions relating to community safety that are being addressed as potential outcomes in subsequent Council delivery plans and partners strategies. Enhancing community safety across the borough has been included in the revised timeline.

## 6.11 Environmental implications

Environmental issues have been enhanced in the revised 2050 time-line, with the objective of prioritising work on climate change, energy saving, air quality & bio-diversity in particular.

## 7. **Background Papers**

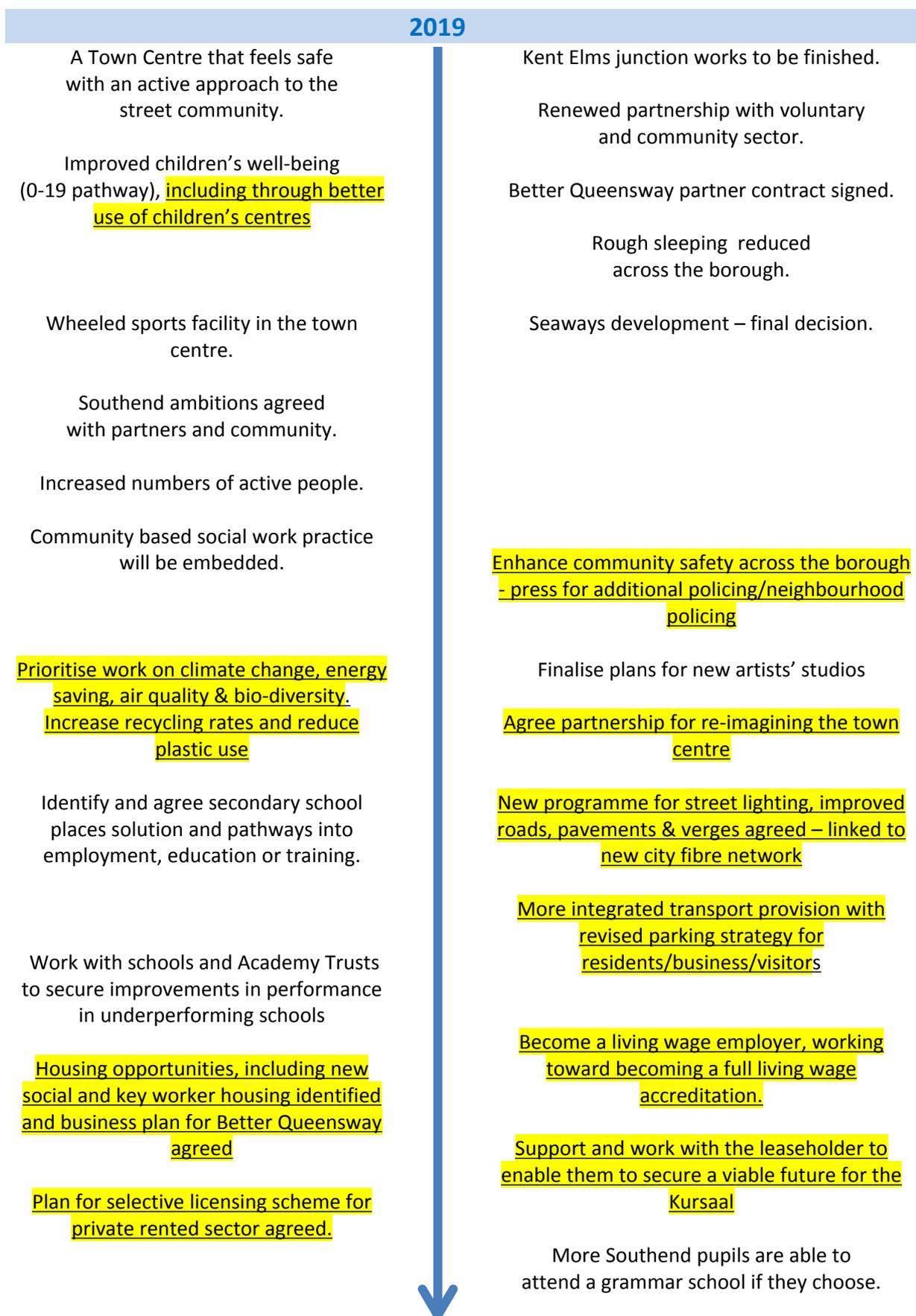
[Southend 2050 Road Map](#)

## 8. **Appendices**

### 8.1 **Appendix 1** - Revised Southend 2050 Five Year Road Map timeline

### **Appendix 2** - 2050 themes and outcomes

## Southend-on-Sea 2050 Five Year Roadmap timeline – revised June 2019



## 2020

Data Warehouse using Real Time information.

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

Localities – integrated health and care services provided locally, including promotion of new Shoebury health centre and others to tackle health inequalities

The gap between disadvantaged pupils and their peers continues to close.

Enhanced skills provision, including through more apprenticeships

Campaigning for further river crossing east of Lower Thames crossing

More integrated transport provision.

Improved pavements and carriageway restoration

Better Queensway regeneration and housing scheme starts.

Airport Business Park on site (first tenant).

Customers can access all Council services digitally / on line.

Preventative measures for improved street cleansing including dog fouling

Agile working culture being embedded in Council.

Reimagined vibrant Town Centre with community shared space for arts, music, retail and homes.

Following the start of Queensway regeneration, develop further plans for housing opportunities.

Reviewing and delivering a more integrated children's pathway across health and social care to include community paediatrics service.

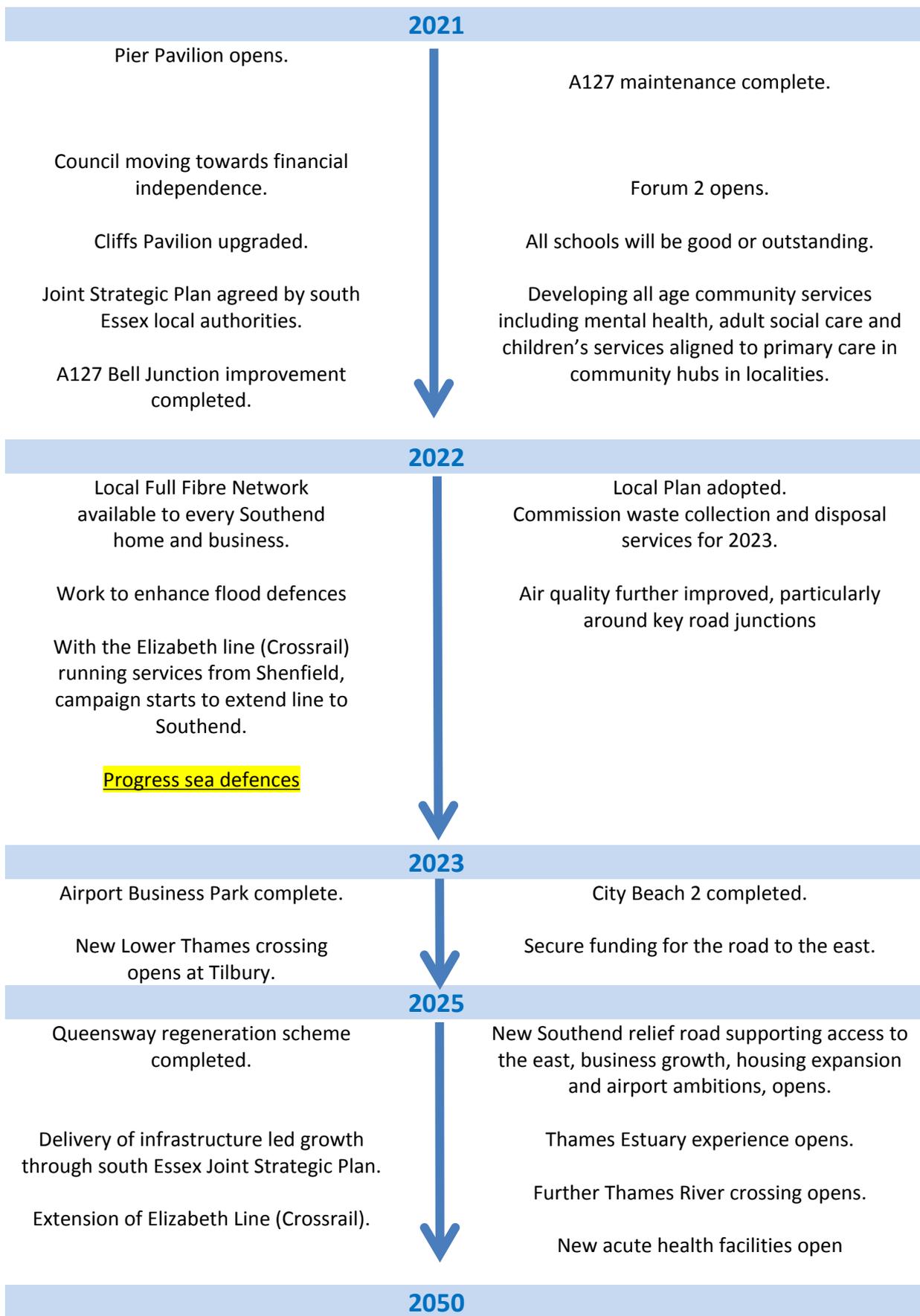
New social care home operational. Increased local accommodation for looked after children.

Campaign for a new hospital for the Southend area.

Estuary 2020 festival.

Raising aspiration and educational attainment in deprived areas.





## Appendix 2

### 2050: Five Themes, 23 Outcomes for 2023 and suggested lead councillors

Themes	2050 and 2023 Outcomes	Lead Cabinet member
<b>Pride &amp; Joy</b>	<p><b>By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer. By 2023:</b></p> <ol style="list-style-type: none"> <li>1. There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.</li> <li>2. The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.</li> <li>3. We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.</li> <li>4. Our streets and public spaces are clean and inviting</li> </ol>	<b>Cllr Mulroney</b>
<b>Safe &amp; Well</b>	<p><b>By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives. By 2023:</b></p> <ol style="list-style-type: none"> <li>1. People in all parts of the borough feel safe and secure at all times.</li> <li>2. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.</li> <li>3. We are well on our way to ensuring that everyone has a home that meets their needs.</li> <li>4. We are all effective at protecting and improving the quality of life for the most vulnerable in our community.</li> <li>5. We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.</li> </ol>	<b>Cllr Terry</b>
<b>Active &amp; Involved</b>	<p><b>By 2050 we have a thriving, active and involved community that feel invested in our city. By 2023:</b></p> <ol style="list-style-type: none"> <li>1. Even more Southenders agree that people from different backgrounds are <u>engaged</u>, valued and get on well together.</li> <li>2. The benefits of community connection are evident as more people come together to help, support and spend time with each other.</li> <li>3. Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.</li> <li>4. A range of initiatives help communities come together to enhance their neighbourhood and environment.</li> <li>5. More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.</li> </ol>	<b>Cllr Harp</b>

Themes	2050 and 2023 Outcomes	Lead Cabinet member
<b>Opportunity &amp; Prosperity</b>	<p><b>By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people. By 2023:</b></p> <ol style="list-style-type: none"> <li>1. The Local Plan is setting an exciting planning framework for the Borough.</li> <li>2. We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.</li> <li>3. Our children are school and life ready and our workforce is skilled and job ready.</li> <li>4. Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.</li> <li>5. 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.</li> </ol>	<b>Cllr Jones</b>
<b>Connected &amp; Smart</b>	<p><b>By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure. By 2023:</b></p> <ol style="list-style-type: none"> <li>1. It is easier for residents, visitors and people who work here to get around the borough.</li> <li>2. People have a wide choice of transport options.</li> <li>3. We are leading the way in making public and private travel smart, clean and green.</li> <li>4. Southend is a leading digital city with world class infrastructure.</li> </ol>	<b>Cllr Robinson</b>