Southend-on-Sea Borough Council

Agenda Item No.

Report of Chief Executive
To
Cabinet
On
28 July 2020

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Southend 2050: Review and refresh in response to Covid-19

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

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1. Purpose of Report

1.1. **To present to Cabinet the first stage of the review and refresh of Southend 2050 in response to the Covid-19 pandemic and to inform Cabinet how the Council will use the Southend 2050 and Transforming Together programmes to drive recovery and build on some positive aspects of the pandemic, including community mobilisation, adaptation of services and more effective remote working.**

2. Recommendations

2.1. That, in the light of the impact of Covid-19, Cabinet agree the proposed review and refresh of the Southend 2050 outcomes and high-level roadmap milestones, including the use the Southend 2050 programme to drive the borough and council's recovery phase;

2.2. That Cabinet note the associated programme of work, Transforming Together, which is a transformation group and programme of activity, internal to the council;

2.3. That Cabinet agrees to receive further developed work on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones at the September meeting;

2.4. That the Southend 2050 roadmap milestones will form part of future reports that update on Southend's recovery journey in order for responsive developments;

2.5. That Cabinet note Covid-19 is presenting lots of unknowns, as a result 2050 needs to be flexible to deal with the challenges therefore our outcomes will need to be responsive to the changing situations; and

2.6. That the performance and measures of success and progress to achieve 2050 continue to be reported through the quarterly Outcome Success Measures Report, reported 4 times a year to Cabinet.

3. Background

3.1. The council has a shared vision of the future - the Southend 2050 ambition, 23 outcomes and delivery roadmap. This was developed through investment in substantial engagement and co-design with stakeholders and communities to develop. We are one of a small number of councils that have recently undertaken this work. 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 think about how to achieve that ambition, in light of Covid-19.

3.2. The Covid-19 pandemic represents the biggest challenge to human health and wellbeing since the Second World War. It has had, and will continue to have, a fundamental impact on the day to day life of everyone in the UK, the world, national and local economy, national public policy, as well as the services, finances and governance of all local authorities.

3.3. The 2050 outcomes, therefore, require some adjustment and additions, with a focus on the review on the 2050 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.

4. Joint Administration response to Covid-19 with 6 political Recovery priorities

4.1. In determining what Recovery means, specifically for Southend and the council, the Joint Administration has developed six political Recovery priorities. These have been developed by Cabinet and the Corporate Management Team to establish the 'key considerations' that should factor in future planning for Southend, under the 2050 ambition. The political Recovery priorities are set out below and are not designed to replace the original Southend 2050 five themes, but more act as critical prompts to ensure that the outcomes and roadmap which sit under the themes take account of the political Recovery priorities.

4.2. The 6 political Recovery priorities are set out below.

Priority 1) Economic focus on a stronger and safer town
Southend rebuilds and supports a local economy and social infrastructure, that recognises recent challenges but is clear about the ambition for the future.

Cabinet leads	Cllr Kevin Robinson and Cllr Martin Terry
Officer leads	Andy Lewis and Michael Marks

Priority 2) Green City and Climate Change
An ambitious place that is committed to the climate emergency and takes steps towards making sustainable, long-lasting and far reaching impacts across Southend.

Cabinet leads	Cllr Carole Mulroney and Cllr Jones
Officer leads	Larissa Reed and Joe Chesterton

Priority 3) Travel and Transport

Understanding the needs to move in, out and around Southend, our travel and transport infrastructure will address the present challenges and look to future options that support Southend's Green city ambitions.

Cabinet leads	Cllr Ron Woodley and Cllr Mulroney
Officer leads	Larissa Reed and Tandra Foster

Priority 4) People and communities

Working with communities to find solutions in response to local issues.

Cabinet leads	Cllr Trevor Harp and Cllr Anne Jones
Officer leads	Michael Marks and Tandra Forster

Priority 5) Major projects

Delivering on key pieces of work that position strongly Southend socially, environmentally and economically for the future.

Cabinet leads	Cllr Gilbert and Cllr Ron Woodley
Officer leads	Joe Chesterton and Andy Lewis

Priority 6) How we learn and recover as an organisation

A proactive and forward-thinking council that adapts, responds and reshapes to current challenges, that future-proofs with the delivery of quality services.

Cabinet leads	Cllr Ian Gilbert
Officer leads	Joanna Ruffle and John Williams

5. Updating Southend 2050 outcomes and roadmap milestones

5.1. The Southend 2050 outcomes and roadmap were due to receive a stocktake, review and update as part of an annual process, and in the context of the outcome of the May 2020 local election. Ordinarily, the review would have taken place and assessed progress against the current 23 outcomes. Since the Covid-19 events, there has been a significant response effort across organisations and communities in Southend. The original outcomes under Southend 2050 aimed to grow Southend as a prosperous town, 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 roadmap. Therefore, the outcomes and roadmap review has aimed to build on positive aspects of the crises and point the way to rebalance and restore the damage caused in recent 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.

5.2. It is also important to recognise that there are frequent 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 roadmap will be closely monitored and updated to ensure the very best for the borough. It is recommended that Cabinet receive a report to each Cabinet meeting which presents recommended changes as they arise in the future in order to remain responsive.

5.3. Each of the 6 political Recovery priorities is set up with Cabinet and CMT leads and under this leadership, in collaboration with Southend 2050 officer theme leads

initiated the review of the current 23 outcomes and associated roadmap milestones. Each of the 2050 outcomes have 2 Outcome Leads who are the advocates and persons responsible for leading the work around the associated area.

5.4. The first stage of the review process involved each of the 2050 outcomes and associated roadmap milestones being reviewed through the lens of the 6 political Recovery priorities. **Appendix 2** illustrates the 2050 outcomes mapped against the political Recovery priorities.

5.5. This identified that **9** of the existing 23 outcomes be reworded and that **3** new outcomes be created and added under the themes of Safe & Well and Opportunity & Prosperity and that none are deleted, taking the total number of outcomes that support the delivery of the Southend 2050 Ambition to **26**. **Appendix 3** details the proposed revisions against each of the outcomes and highlights the 3 new additions.

5.6. 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 roadmap milestones have been through the same review and refresh process to consider the impact of Covid-19 through the lens of the political Recovery priorities. The draft roadmap is still in development, and therefore not all milestones have been sequenced. The updated roadmap is attached at **Appendix 4** and the table below summarises the updates:

	No changes	Refocused	Re-sequenced	Existing activity, new to roadmap	New	Completed	Deleted	**TOTAL**
Pride & Joy	2	2	6	4	0	1	2	**17**
Safe & Well	2	0	6	9	10	0	2	**29**
Active & Involved	1	3	0	3	2	1	3	**13**
Opportunity & Prosperity	7	2	8	3	0	0	3	**23**
Connected & Smart	8	3	0	1	8	1	0	**21**

5.7. The work from the 2050 review and refresh is addressing the impacts of Covid-19 and our recovery in many ways including those highlighted below:

5.7.1 The introduction of a new outcome within the Safe & Well theme: **Residents *Feel safe and secure in their homes***, which brings a focus on people feeling safe not only in and around the borough, but specifically in their own homes. In particular, children, domestic abuse, older people, people with learning disabilities, isolation, loneliness all of which have been identified as challenges during the lockdown period of the Covid-19 pandemic.

5.7.2 The introduction of new outcomes within the Opportunity & Prosperity theme: ***Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population***. This is in response to the expectation that unemployment is likely to dramatically increase post C19. The Office of Budget Responsibility predict increases to around 10% which pushes the urgency of specific outcomes.

5.7.3 The second new outcome within the Opportunity & Prosperity theme: **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**. This specifically outlines support to local businesses.

5.7.4 An outcome within Connected & Smart has been developed to address the equity of digital provision - for the young, vulnerable and disadvantaged. Several milestones under this outcome have a focus on widening the reach of digital provision to increase inclusivity: ***Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged***.

5.7.5 The importance and use of our public open spaces has been reflected in a number of outcomes, particularly to support the mental and physical wellbeing of residents and visitors.

5.8. A range of stakeholders have been engaged as part of the initial process of to review the 2050 outcomes and roadmap miles and in wider discussions around the impact of Covid-19 and recovery. These include:

- Economic recovery workshop with the business community
- Coproduction workshops, led by SAVS
- Partnership working with ASELA (the Association of South Essex Local Authorities) to undertaken a region wide engagement on priorities for the local areas
- Ongoing conversations with voluntary and community sector

5.9. The next phase of the review and refresh of the Southend 2050 outcomes and milestones will focus on wider engagement and conversations with stakeholders. In addition, the measures that determine our success and achievements against the outcomes - the outcome success measures – will be updated and developed for the new outcomes.

5.10. Progress against the 2050 outcomes and associated milestones will continued to be measured through the 2050 Outcomes Success Measures Report.

6. Recovery and how the Council plans to transform

6.1. Covid-19 is pushing all organisations to rapidly plan and operate in new ways, with their resilience being tested as never before. This includes reacting and responding with a range of new systems, priorities and challenges, such as business continuity risks, the need for rapid decision-making, changes to workforce wellbeing and productivity, dealing with a vast range of communication channels, and new security risks.

6.2. Beyond the operational adjustments, the council's preparations for 'recovery' and moving to a 'new normal' of operations began in April, with an expectation that the ways of working, processes for decision making, the shape of particular services and the financial resources available to the council could be fundamentally different.

6.3. Transforming together (TT) was set up within the council prior to Covid-19 and was set up as a council-wide group that was responsible to taking the council on its

transformation journey, with a programme of transformation and behaviour change. The primary aim of TT is to enable the council to modernise as part of a commitment to delivering quality services.

6.4. Under the political Recovery priority 6, which focuses on how the council learns and recovers as an organisation, the role of TT is central in managing a programme of work that directly responds to political Recovery priority 6. Therefore, like the update to 2050 outcomes and roadmap, TT has also refreshed the way in which it works and this includes a programme of work that it is responsible for delivering.

6.5. The work programme of TT will be split under 4 areas, which are:

- Skills, Learning and Development
- Behaviours and Culture
- People and Networks
- Managing TT and Corporate

6.6 The governance for TT involves an officer lead in each of the 4 areas, that will oversee the programme of work, which will report up through the Cabinet and CMT leads for political Recovery priority 6. Measures of success will be attached to the work of TT and this will be updated as part of the 2050 Outcomes Success Measures report.

6.7 The detailed programme for TT will be presented as part of the report to Cabinet in September 2020, but the high-level programme can be seen in **Appendix 5**.

7. Other Options

7.1. 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. A review of the current 2050 ambition and outcomes would most likely be required in any case, given they were agreed in 2018.

8. Reasons for Recommendations

8.1. To ensure the council has an opportunity to review action taken to date to tackle the Covid-19 crises and to consider the appropriate approach to be taken to enable the borough and council to recover.

9. Corporate Implications

9.1. **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 first stage of the review and refresh of the 2050 outcomes and roadmap milestones in the light of the huge impact the crises has had on the borough, its people, the council and other stakeholders.

9.2. **Financial Implications**
There are no specific financial implications related to this report.

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

9.4. **People Implications**
There are no specific people implications related to this report. The Transforming Together programme of work will directly work with staff and councillors in relation to transformation pieces of work.

9.5. **Property Implications**
There are no property implications as part of this report.

9.6. **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.

9.7. **Equalities and Diversity Implications**
An Equality Impact Assessment has been undertaken to assess the impact Covid-19 has had on equality groups. This will continue to be updated as more information, becomes available. A further Equality Impact Assessment is being undertaken alongside the refresh of the 2050 outcomes and roadmap milestones and will be presented to Cabinet as part of the further report to Cabinet in September.

9.8. **Risk Assessment**
The Council is reviewing the Corporate Risk Register in the light of the impact and implications of the pandemic.

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

9.10. **Community Safety Implications**
Safe & Well is one of the 5 2050 themes; A safe Southend is one of the existing 2050 outcomes and in addition to this the new proposed theme within Safe & Well is safe in your home.

9.11. **Environmental Impact**
Green City and climate change is one of the six priorities identified for assessing the council's approach to recovery.

10. Background Papers

10.1. Recovery report and associated Equality Impact Assessment

11. Appendices

11.1. Appendix 1 – Southend 2050 – Our shared ambition
11.2. Appendix 2 – Southend 2050 outcomes mapped against the Political Recovery Priorities
11.3. Appendix 3 – Southend 2050 Outcomes
11.4. Appendix 4 – Southend 2050 Roadmap & Milestones
11.5. Appendix 5 – Transforming Together high-level programme

Appendix 1

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.

Appendix 2

Southend 2050 Outcomes mapped against the Political Recovery Priorities

Political Recovery Priorities	P&J 1	P&J 2	P&J 3	P&J 4	S&W 1	S&W 2	S&W 3	S&W 4	S&W 5	S&W 6	A&I 1	A&I 2	A&I 3	A&I 4	A&I 5	O&P 1	O&P 2	O&P 3	O&P 4	O&P 5	O&P 6	O&P 7	C&S 1	C&S 2	C&S 3	C&S 4
1) Economic focus on a stronger and safer town		*			*					*						*	*	*	*	*	*	*				*
2) Green city and climate change			*	*					*					*		*									*	*
3) Travel and transport																*							*	*	*	
4) People and communities	*					*		*		*	*	*	*	*	*	*		*			*		*		*	
5) Major projects							*										*									
6) How we learn and recover as an organisation																										*

Appendix 3

Southend 2050 Outcomes

Pride & Joy

Outcome	Change to the wording of the outcome	Rationale
There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.	There are no changes to the wording of the outcome.	The focus of this outcome remains the same and the wording explains what we are trying to achieve.
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.	**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.**	Acknowledges Southend as a cultural & leisure destination for our residents as well as visitors from outside of the Borough.
We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.	There are no changes to the wording of the outcome.	The coast continues to be one of our residents most loved assets and remains a priority to protect.
Our streets and public spaces are clean and inviting.	**Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.**	Suggest an amendment to the wording to reflect a potentially changed perception as to the role and value of streets and public spaces over the last few months.

Safe & Well

Outcome	Change to the wording of the outcome	Rationale
People in all parts of the borough feel safe and secure at all times.	There are no changes to the wording of the outcome.	The focus of this outcome remains the same and the wording explains what we are trying to achieve.
Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.	There are no changes to the wording of the outcome.	The focus of this outcome remains the same and the wording explains what we are trying to achieve.
We are well on our way to ensuring that everyone has a home that meets their needs.	There are no changes to the wording of the outcome.	The focus of this outcome remains the same, with an emphasis on securing permanent homes for our homeless. The wording explains what we are trying to achieve.
We are all effective at protecting and improving the quality of life for the most vulnerable in our community.	There are no changes to the wording of the outcome.	The focus of this outcome remains the same and the wording explains what we are trying to achieve.
We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.	There are no changes to the wording of the outcome.	The focus of this outcome remains the same and the wording explains what we are trying to achieve.
New outcome	**Residents feel safe and secure in their homes.**	Proposed additional outcome to bring a focus on people feeling safe not only in and around the borough, but specifically in their own homes. In particular children, domestic abuse, older people, people with learning disabilities, isolation, loneliness all of which have been identified as challenges during the lockdown period of the Covid-19 pandemic.

Active & Involved

Outcome	Change to the wording of the outcome	Rationale
Even more Southenders agree that people from different backgrounds are valued and get on well together.	There are no changes to the wording of the outcome.	Explains what we are trying to achieve and is easily understood by residents and others.
The benefits of community connection are evident as more people come together to help, support and spend time with each other.	**Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering**	There was no mention of individual volunteering in previous outcomes. Recent events have demonstrated that there is an appetite for volunteering locally. This revised outcome also embeds 2-3 of the 5 Ways to Wellbeing Revising community connection to social connection captures one of the 7 metrics for measuring wellbeing using the OECD framework.
Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.	**Residents are routinely involved in the design and delivery of services**	Simplifying language and ability to engage with our communities The previous wording has caused lots of confusion when engaging with the public.
A range of initiatives help communities come together to enhance their neighbourhood and environment.	**A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.**	The amended outcome has a new focus on the sustainability of communities through their own doing/skills and initiatives. The amended outcome, adds more focus on providing infrastructure where it may be lacking.
More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.	**More people have physically active lifestyles, including through the use of open spaces.**	Our revised statement is clearer than the previous. The revised statement encompasses open spaces available to people. Open spaces does not just include parks, beach, woodland, nature areas etc, it also includes general infrastructure, such as pavement, cycle paths, shopping areas, etc. The new wording which focuses on being physically active and the council facilitating this through the use of public open spaces.

Opportunity & Prosperity

Outcome	Change to the wording of the outcome	Rationale
The Local Plan is setting an exciting planning framework for the Borough.	There are no changes to the wording of the outcome.	The Local Plan will consider recovery priorities with a focus on recovery over the first 5 years
We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.	There are no changes to the wording of the outcome.	This outcome will align with the town centre work streams and will encompass all town centre areas across 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.	There are no changes to the wording of the outcome.	Still a valid outcome with focus on the key regeneration schemes.
Our children are school and life ready and our workforce is skilled and job ready.	**Our children are school and life ready and young people are ready for further education, training or employment**	To give focus on pre-school and school aged children, separating them from adults.
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.	There are no changes to the wording of the outcome.	Lot of work is needed to understand the impact of C19 on creative industries as many people working in this sector are freelance and not eligible for furlough for example.
New outcome	**Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population.**	Unemployment is likely to dramatically increase post C19. OBR predict increase to around 10% which pushes the urgency of specific outcomes.
New outcome	**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**.	This specifically outlines support to local businesses.

Connected & Smart

Outcome	Change to the wording of the outcome	Rationale
It is easier for residents, visitors and people who work here to get around the borough.	**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**	Due to current C19 guidelines and immediate commercial viability of providing additional public transport routes the current outcome needs modification. People and Communities - NB; links to inequalities focus in terms of creating an accessible and affordable travel infrastructure for residents
People have a wide choice of transport options.	There are no changes to the wording of the outcome.	Explains what we are trying to achieve and is easily understood by residents and others.
We are leading the way in making public and private travel smart, clean and green.	There are no changes to the wording of the outcome.	Explains what we are trying to achieve and is easily understood by residents and others.
Southend is a leading digital city with world class infrastructure	**Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.**	This outcome has been amended to address the equity of digital provision - for the young, vulnerable and disadvantaged. Several milestones under this outcome have a focus on widening the reach of digital provision to increase inclusivity.

Draft refreshed 2050 Roadmap

Appendix 4

Key: Link to Political Recovery Priorities

Recovery Priority 1 - Economic focus on a stronger and safer town

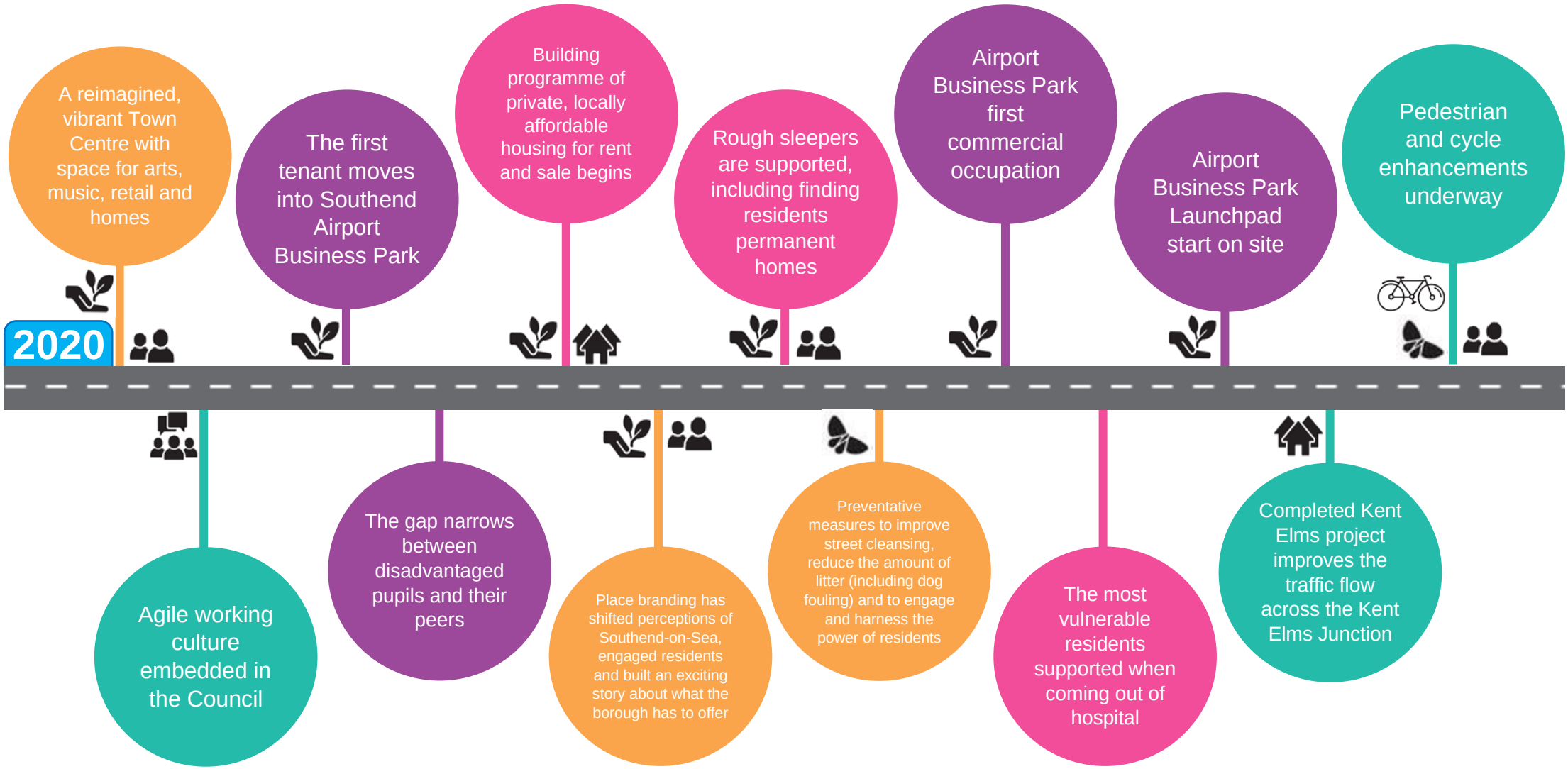
Recovery Priority 2 - Green City and Climate Change

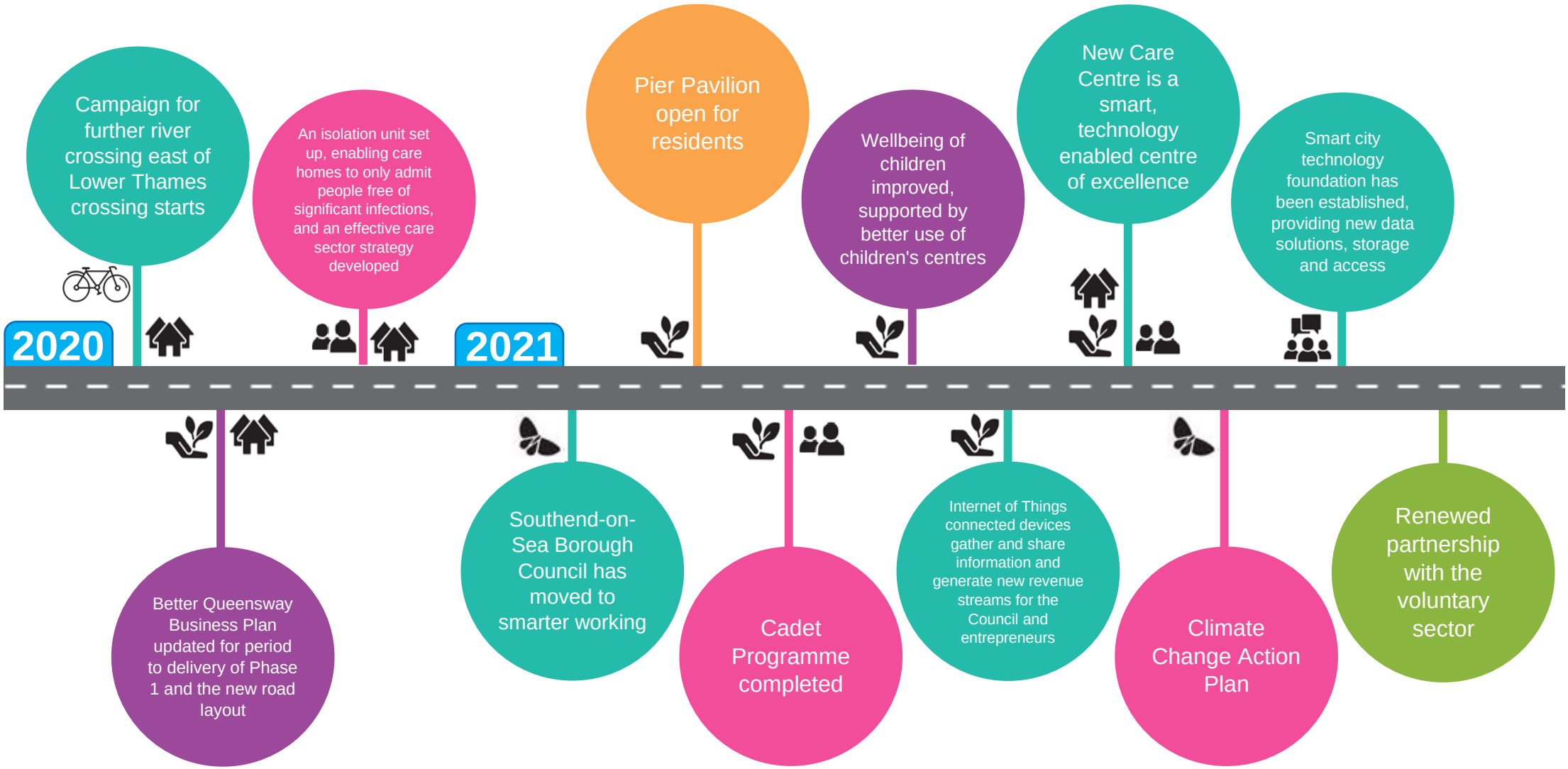
Recovery Priority 3 - Travel and Transport

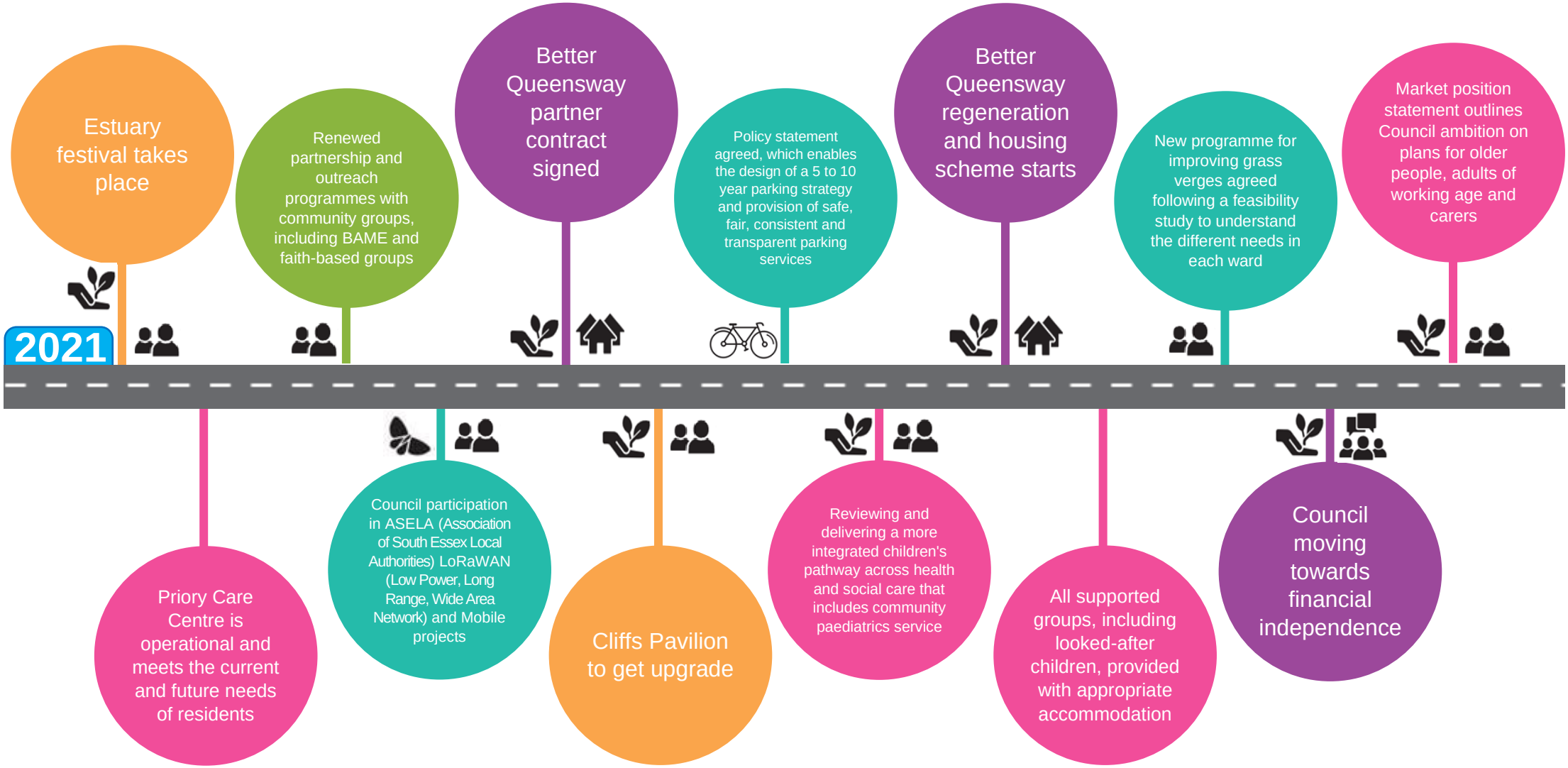
Recovery Priority 4 - People and Communities

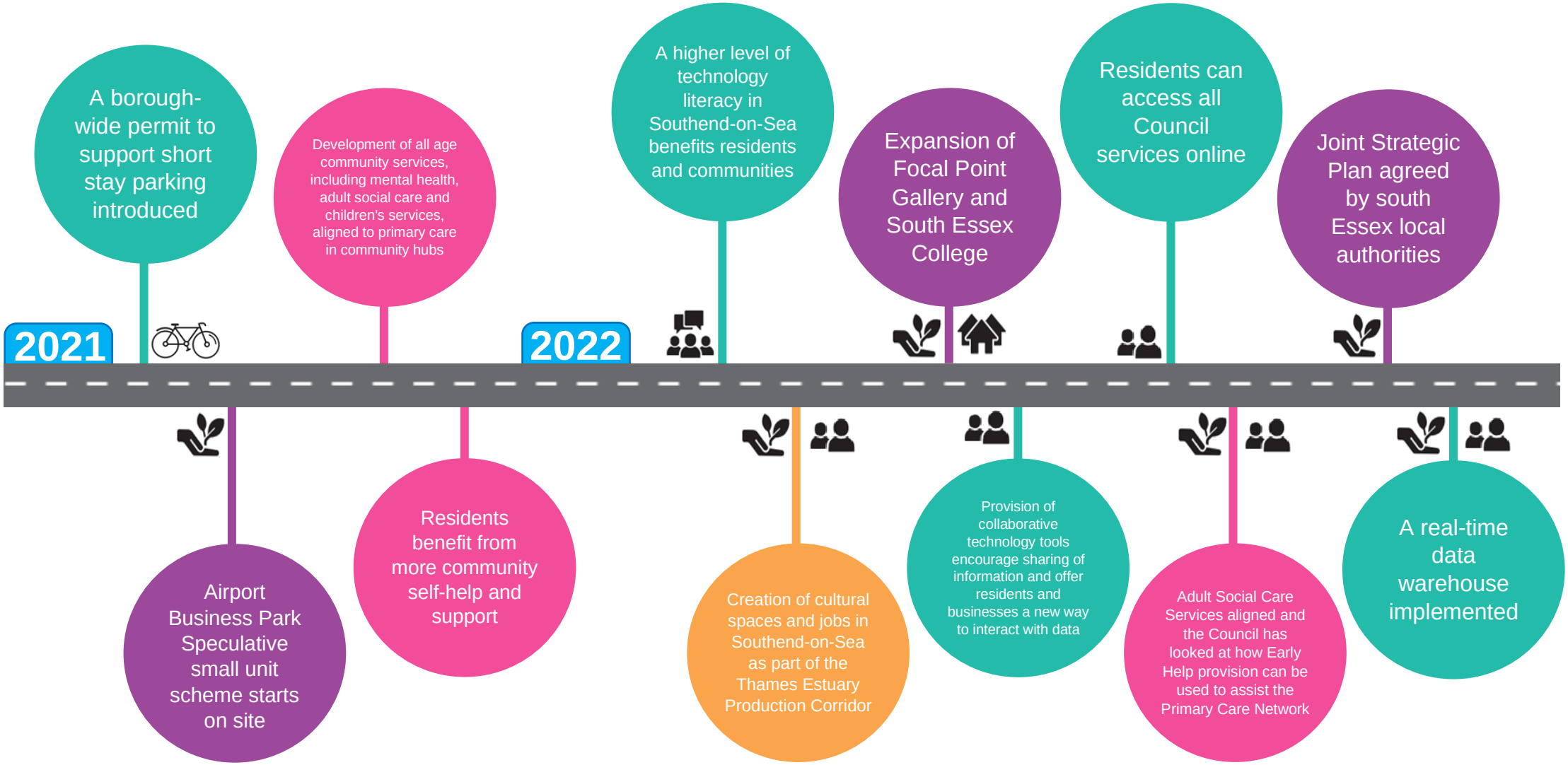
Recovery Priority 5 - Major Projects

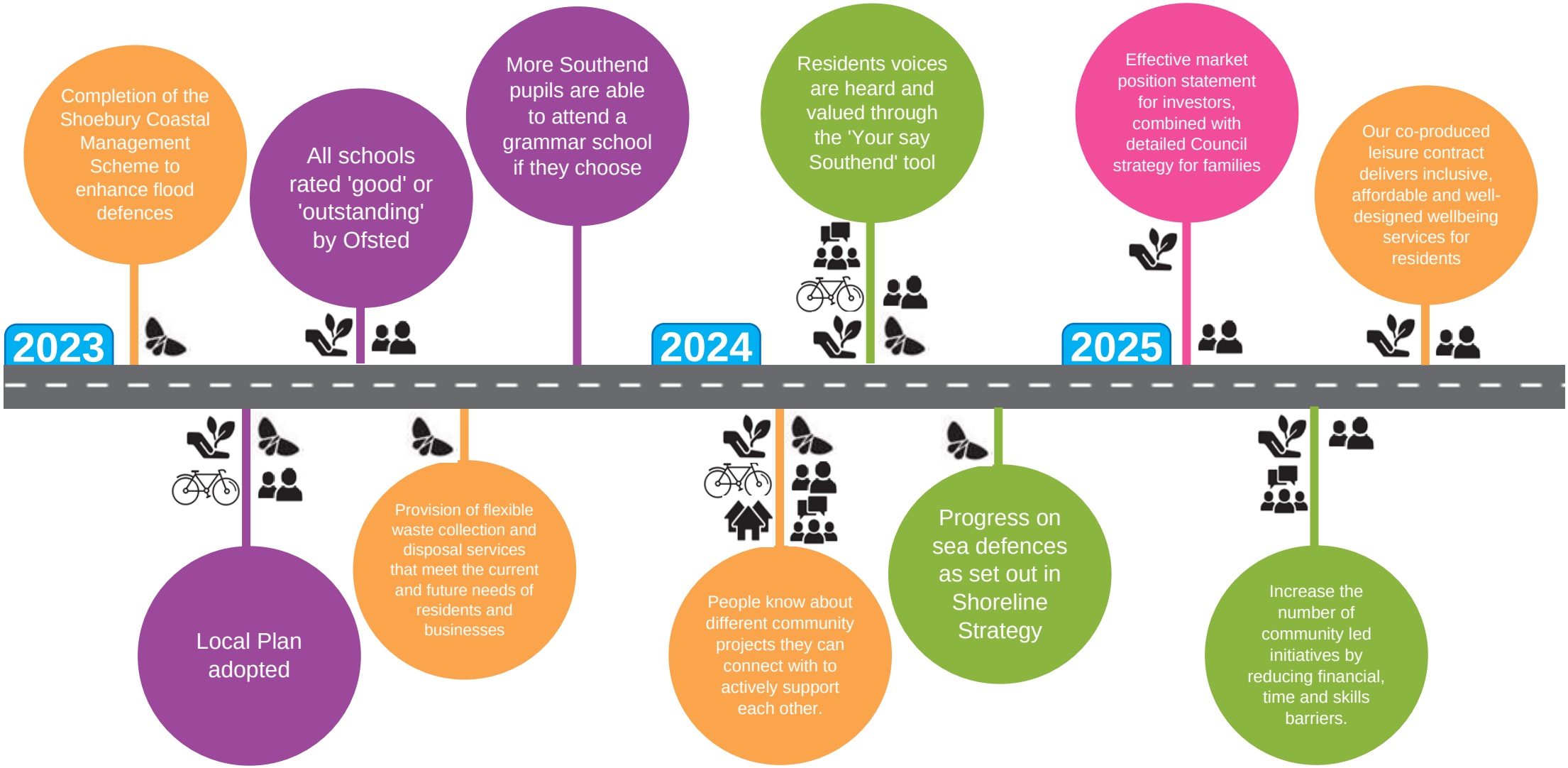
Recovery Priority 6 - How we learn and recover as an organisation

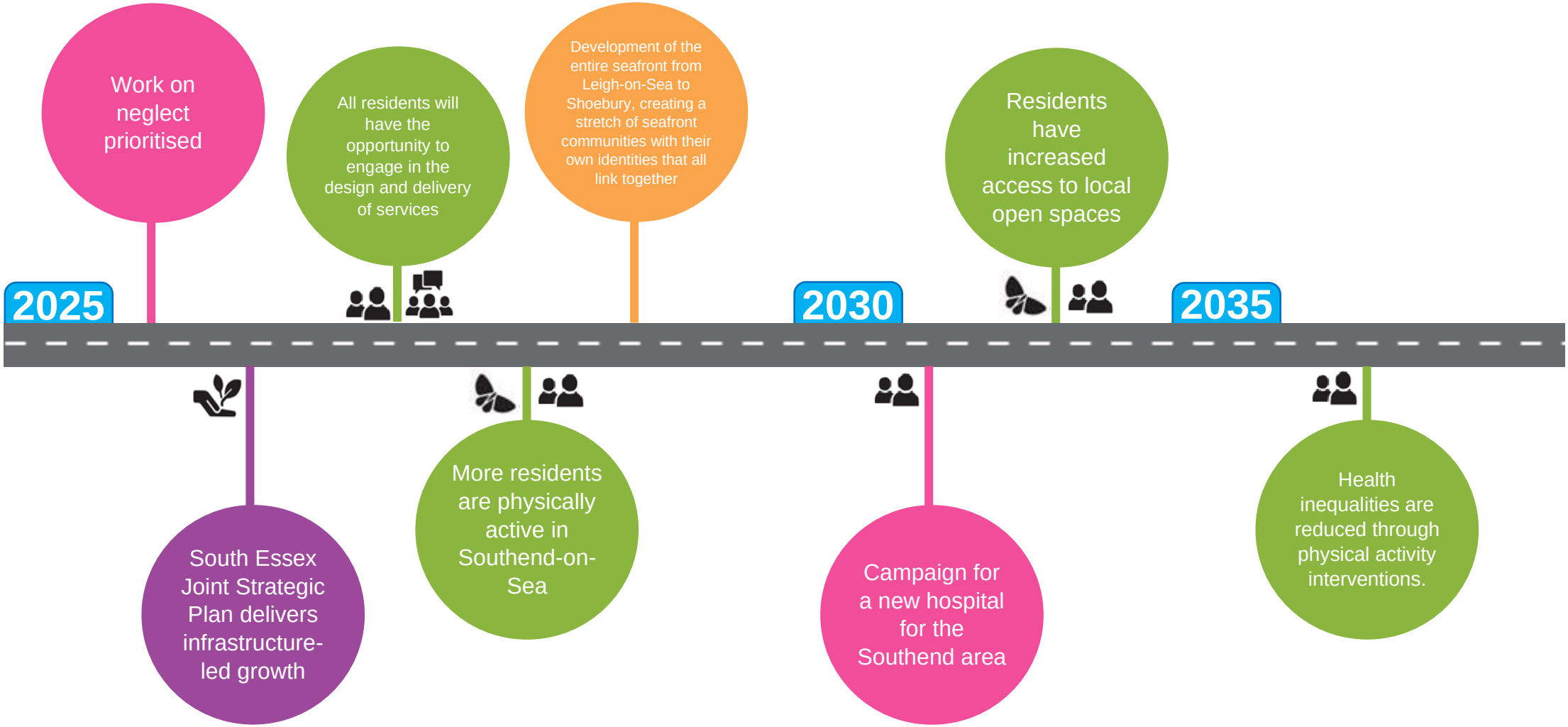

A reimagined, vibrant Town Centre with space for arts, music, retail and homes
The first tenant moves into Southend Airport Business Park
Building programme of private, locally affordable housing for rent and sale begins
Rough sleepers are supported, including finding residents permanent homes
Airport Business Park first commercial occupation
Airport Business Park Launchpad start on site
Pedestrian and cycle enhancements underway
2020
Agile working culture embedded in the Council
The gap narrows between disadvantaged pupils and their peers
Place branding has shifted perceptions of Southend-on-Sea, engaged residents and built an exciting story about what the borough has to offer
Preventative measures to improve street cleansing, reduce the amount of litter (including dog fouling) and to engage and harness the power of residents
The most vulnerable residents supported when coming out of hospital
Completed Kent Elms project improves the traffic flow across the Kent Elms Junction

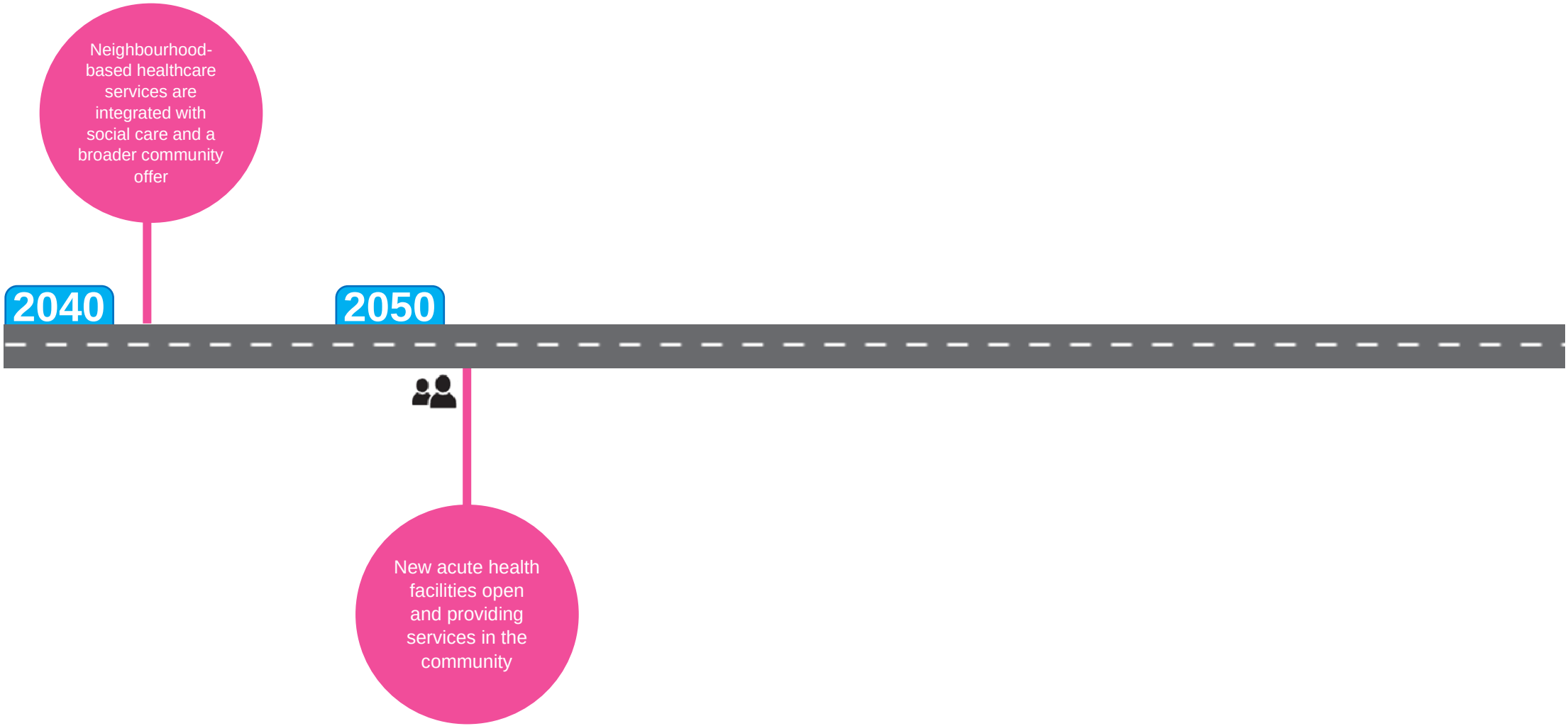

Campaign for further river crossing east of Lower Thames crossing starts
An isolation unit set up, enabling care homes to only admit people free of significant infections, and an effective care sector strategy developed
Pier Pavilion open for residents
Wellbeing of children improved, supported by better use of children's centres
New Care Centre is a smart, technology enabled centre of excellence
Smart city technology foundation has been established, providing new data solutions, storage and access
2020
2021
Better Queensway Business Plan updated for period to delivery of Phase 1 and the new road layout
Southend-on-Sea Borough Council has moved to smarter working
Cadet Programme completed
Internet of Things connected devices gather and share information and generate new revenue streams for the Council and entrepreneurs
Climate Change Action Plan
Renewed partnership with the voluntary sector


2021
Estuary festival takes place
Renewed partnership and outreach programmes with community groups, including BAME and faith-based groups
Better Queensway partner contract signed
Policy statement agreed, which enables the design of a 5 to 10 year parking strategy and provision of safe, fair, consistent and transparent parking services
Better Queensway regeneration and housing scheme starts
New programme for improving grass verges agreed following a feasibility study to understand the different needs in each ward
Market position statement outlines Council ambition on plans for older people, adults of working age and carers
Priory Care Centre is operational and meets the current and future needs of residents
Council participation in ASELA (Association of South Essex Local Authorities) LoRaWAN (Low Power, Long Range, Wide Area Network) and Mobile projects
Cliffs Pavilion to get upgrade
Reviewing and delivering a more integrated children's pathway across health and social care that includes community paediatrics service
All supported groups, including looked-after children, provided with appropriate accommodation
Council moving towards financial independence

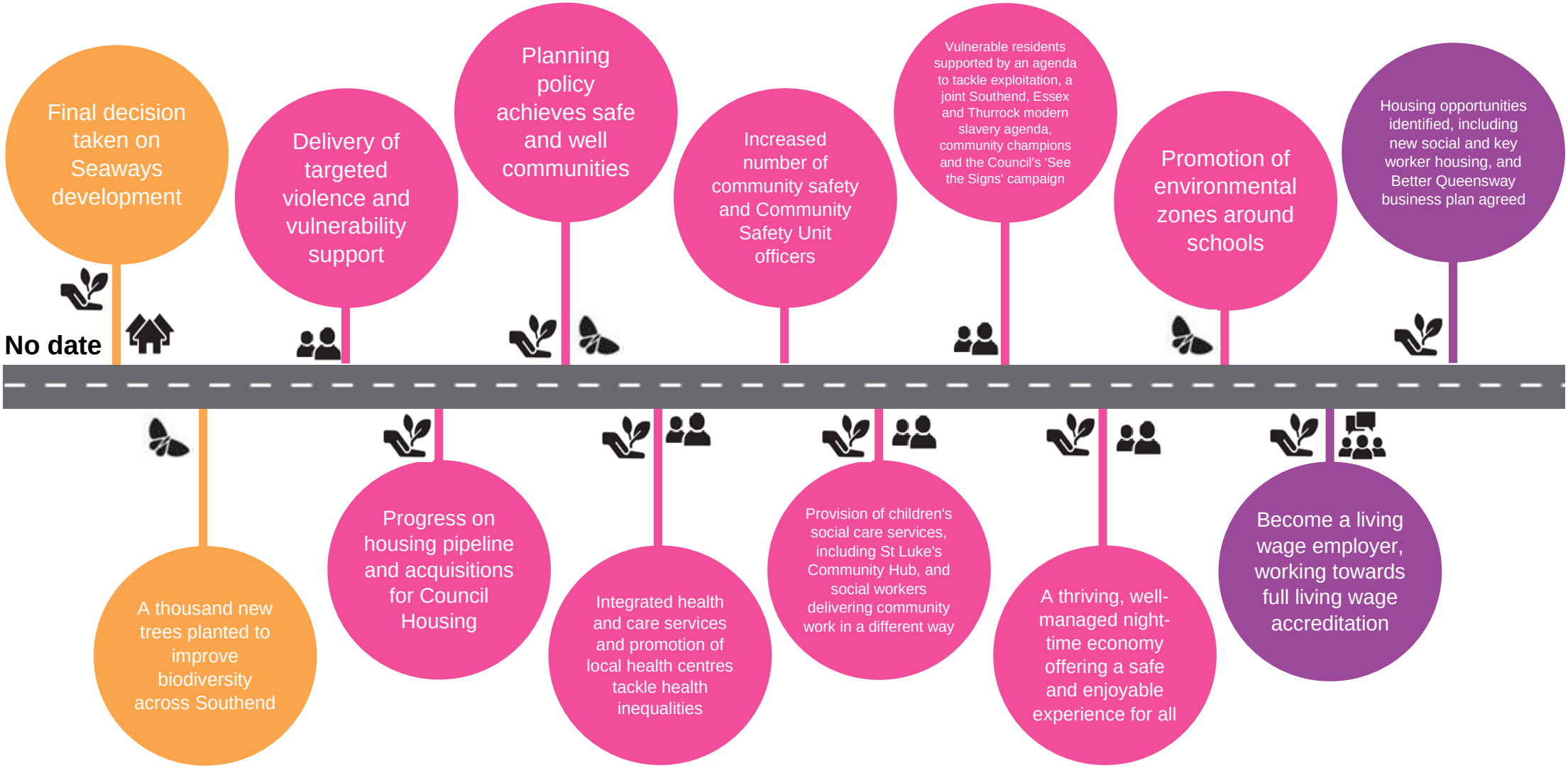

A borough-wide permit to support short stay parking introduced
Development of all age community services, including mental health, adult social care and children's services, aligned to primary care in community hubs
A higher level of technology literacy in Southend-on-Sea benefits residents and communities
Expansion of Focal Point Gallery and South Essex College
Residents can access all Council services online
Joint Strategic Plan agreed by south Essex local authorities
2021
2022
Airport Business Park Speculative small unit scheme starts on site
Residents benefit from more community self-help and support
Creation of cultural spaces and jobs in Southend-on-Sea as part of the Thames Estuary Production Corridor
Provision of collaborative technology tools encourage sharing of information and offer residents and businesses a new way to interact with data
Adult Social Care Services aligned and the Council has looked at how Early Help provision can be used to assist the Primary Care Network
A real-time data warehouse implemented

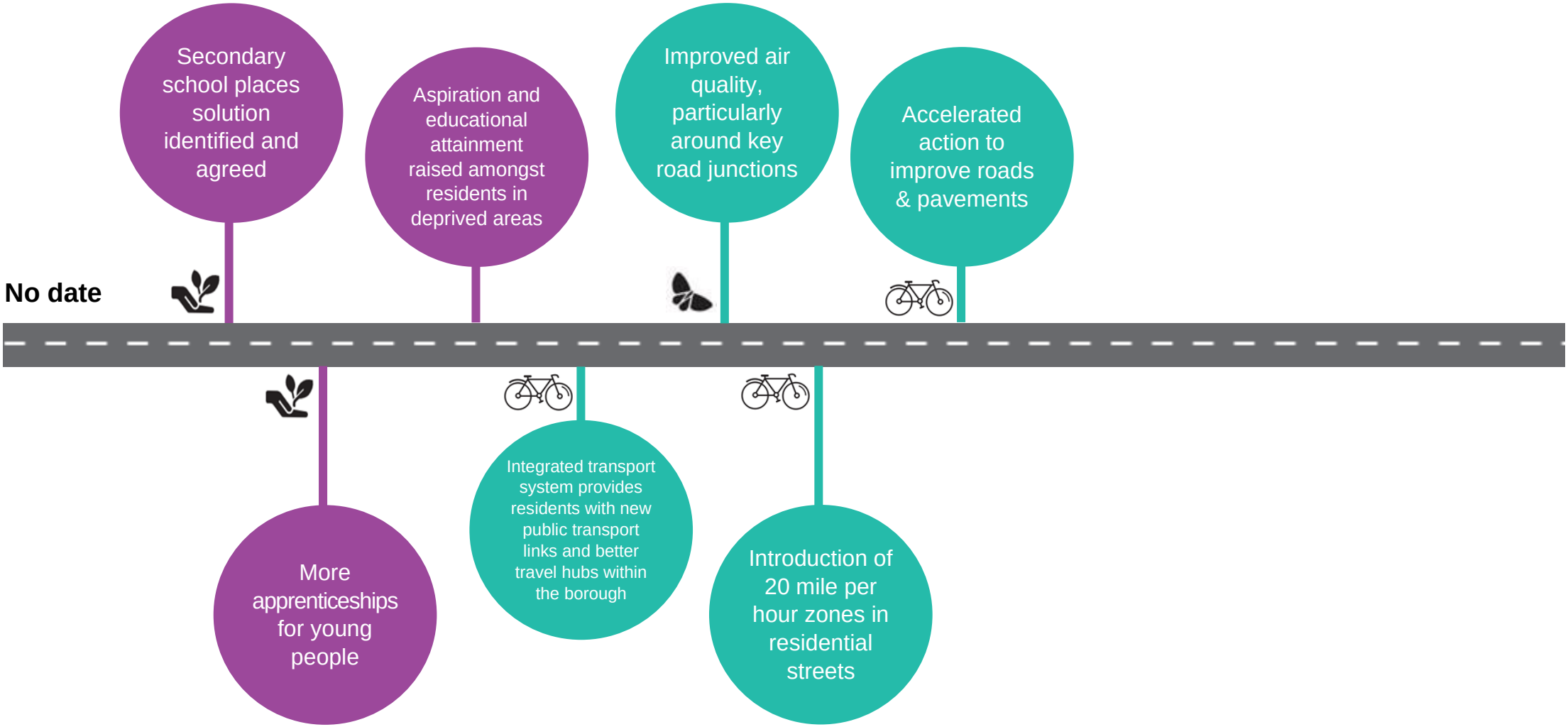

2023
Completion of the Shoebury Coastal Management Scheme to enhance flood defences
All schools rated 'good' or 'outstanding' by Ofsted
More Southend pupils are able to attend a grammar school if they choose
Local Plan adopted
Provision of flexible waste collection and disposal services that meet the current and future needs of residents and businesses
2024
Residents voices are heard and valued through the 'Your say Southend' tool
People know about different community projects they can connect with to actively support each other.
Progress on sea defences as set out in Shoreline Strategy
2025
Effective market position statement for investors, combined with detailed Council strategy for families
Our co-produced leisure contract delivers inclusive, affordable and well-designed wellbeing services for residents
Increase the number of community led initiatives by reducing financial, time and skills barriers.


Work on neglect prioritised
All residents will have the opportunity to engage in the design and delivery of services
Development of the entire seafront from Leigh-on-Sea to Shoebury, creating a stretch of seafront communities with their own identities that all link together
Residents have increased access to local open spaces
2025
2030
2035
South Essex Joint Strategic Plan delivers infrastructure-led growth
More residents are physically active in Southend-on-Sea
Campaign for a new hospital for the Southend area
Health inequalities are reduced through physical activity interventions.


Neighbourhood-based healthcare services are integrated with social care and a broader community offer
2040
2050
New acute health facilities open and providing services in the community

The following roadmap milestones have not yet been sequenced. Further detail will follow to the September Cabinet.




Secondary school places solution identified and agreed
Aspiration and educational attainment raised amongst residents in deprived areas
Improved air quality, particularly around key road junctions
Accelerated action to improve roads & pavements
No date
More apprenticeships for young people
Integrated transport system provides residents with new public transport links and better travel hubs within the borough
Introduction of 20 mile per hour zones in residential streets

Appendix 5

Transforming Together High-Level Programme

Skills, Learning, & Development
To ensure TT has the right skillsets to tackle the right challenges, and leads in upskilling the entire organisation

Outcomes
1. Staff feel valued and are recognised and rewarded appropriately. Staff are able to participate in a range of activities to support their well-being.
2. Leaders who are able to deliver in a changing environment, provide strong and developed skills to support staff, adapt to self-directed learning and can challenge when appropriate.
3. Councillors who are equipped to support the delivery of the Council aims and ambitions alongside officers.
4. Staff are enabled and have the skills and abilities to be utilised effectively across the organisation.
5. Enable service areas to re-design affectively to meet new operational need.

Behaviours & Culture
To promote TT as a model for how we expect Councillors and Officers to act, modelling our Values & Behaviours and championing the best ways of working

Outcomes
1. Our organisation embraces fully an agile method of working, allowing colleagues and projects to work in the way that best suits them for the best outcomes.
2. Our values and behaviours are embraced and role modelled at all levels, by all colleagues, within an environment of positive challenge that influences the way all teams and individuals operate and manage within our organisation.
3. Work Life programme continues to deliver its ambitions and is connected to other TT activity that support it.
4. Risk awareness and horizon scanning are business-as-usual for all teams, as part of a wider Getting To Know Your Business campaign.

People & Networks

To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities

Outcomes
1. Staff feel involved, engaged and knowledgeable in Transforming Together through active communications using various channels.
2. The right people, at the right time, with the right expertise, are engaged for specific pieces of work, promoting and influencing transforming together.
3. An intranet that is up to date and accessible for all, that has been designed around the user.
4. A fully knowledgeable and engaged workforce, at all levels, understand and are able to participate in the Transforming Together culture.
5. Staff are confident and understand the transformation culture we work in and are part of the shaping the future.
6. Staff have effective communication mechanisms with CMT,

Managing TT & Corporate

Overseeing the coordination and governance of Transforming Together, and corporate projects

Outcomes
1. Ensuring an up to date democratic process that supports a 21st Century Councillor and modern council (Constitution update).
2. Quality assuring the work of TT and ensuring a creative space to prioritise, innovate and drive managing the work of TT.
3. Ensuring a clear link between TT and Southend 2050 Refresh that demonstrates the value.
4. The council, with key partners is an effective commissioner and procurer, that results in quality and value for money services.
5. Making sure that there is a clear understanding of TT; the principles of working and the work programme.
6. Transforming ICT to support the TT agenda.
7. Ensuring effective and transparent business planning and decision-making Governance Review.