

# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive

To

Cabinet

On

15 September 2020

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**Southend 2050 Milestones & Measures: 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 second stage of the review and refresh of Southend 2050 in response to the Covid-19 pandemic: specifically further developed work on the Southend 2050 Roadmap milestones, the Southend 2050 Outcome Success Measures Report and Transforming Together Programme.**

## **2. Recommendations**

- 2.1. That Cabinet note the new format of the outcome success measures report, which presents insight at an outcome level;
- 2.2. That Cabinet note the associated measures and insight against each of the outcomes will used to manage performance against the delivery of Southend 2050;
- 2.3. That Cabinet note Quarter 1 performance (April-June 2020);
- 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 the detailed Transforming Together programme of work;
- 2.6. 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
- 2.7. 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.
- 2.8. That Cabinet approve the creation of a Covid-19 recovery fund with an initial value of £500,000 funded by the Business Transformation Reserve.

### **3. Background**

- 3.1. The council has a shared vision of the future - the Southend 2050 ambition, 26 outcomes (**Appendix 1**), 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 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. 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 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.
- 3.3. Cabinet received an update in July which presented progress to date on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones. This included the introduction of 3 new outcomes, 9 reworded and refocused outcomes and 20 new roadmap milestones along with a number of re-sequenced milestones.
- 3.4. In 2019 Cabinet agreed a new performance management framework to provide robust and transparent performance management to drive the delivery of the Southend 2050 outcomes. The performance management framework consists of three different functions, to enable the Council to robustly monitor and measure the progression of the desired outcomes against the five themes, which are outlined in the 2050 Road Map. The three functions are:
  - A monthly Corporate Performance Dashboard (CMT and Cabinet Members);
  - Southend 2050 Quarterly Outcomes Success Measures Report; and
  - an Annual Place-Based Report.

### **4. Refreshed Southend 2050 outcomes and roadmap milestones**

- 4.1. Cabinet received an update in July which presented progress to date on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones. This included the introduction of 3 new outcomes, 9 reworded and refocused outcomes and 20 new roadmap milestones along with a number of resequenced milestones.
- 4.2. 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.

- 4.3. 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**.
- 4.4. 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 updated roadmap is attached at **Appendix 3**.
- 4.5. It is 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. Southend 2050 Outcome Success Measures**

- 5.1. The second stage of the Southend 2050 review and refresh process has focused on the outcome focused performance measures against each of the outcomes. The Southend 2050 Outcome Success Measures Report is a high-level summary of the Council's corporate performance and progression over a quarter against the 26 Southend 2050 Outcomes. Outcome Delivery Teams provide a strategic narrative on the progress made with the delivery of the Southend 2050 outcomes and associated Roadmap Milestones. **Appendix 5** contains the Performance Management Framework for Southend 2050.
- 5.2. The Quarter 1 Outcome Success Measures Report can be found at **Appendix 6**.

## **6. Recovery and how the Council plans to transform**

- 6.1. Covid-19 is a catalyst for all organisations to seriously consider how they plan and operate in new ways, with most who are operating under pandemic conditions, finding new ways of working and core requirement in operating. This includes considering where people work in the short, medium and long term, reacting and responding with a range of new systems, priorities and challenges, 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 adapting operational adjustments that are required to ensure that the council maintains services and protects staff, the council's preparations for 'recovery' and moving to a 'new normal' of operations began in April. This started 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 now and in the future.

- 6.3. Transforming together (TT) was set up within the council prior to Covid-19 and operated 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 and delivering on the 2050 ambition.
- 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, whilst sticking to the original TT principles, also known as ‘conditions:’
- Clear vision and delivery 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, residents and partners
  - Simple and effective governance
  - Open mind-set that will drive forward transformation and change.
- 6.5. Therefore, like the update to 2050 outcomes and roadmap, TT has also refreshed the way in which it works, this includes a programme of work that it is responsible for delivering.
- 6.6. 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 programme for Transforming Together can be seen in **Appendix 7**. This will be an evolving programme that will reflect how the council needs to respond to a changing environment. Like 2050, the TT programme is supported by theme leads in 4 areas and within each area are outcome leads. This model of governance has been successful in 2050, which is why it has been carried over into the council work on TT.

## **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 second stage of the review and refresh of the 2050 outcomes, roadmap milestones and outcome success measures in the light of the huge impact the crises has had on the borough, its people, the council and other stakeholders.

### **Financial Implications**

The financial implications of this Southend 2050 refresh report and update on delivering better outcomes for local residents and businesses will be considered and reflected in the ongoing overall review of the Medium Term Financial Strategy 2020/21 – 2024/25 for the Council. This will include how the Council works within its overall financial envelope and how it can repurpose and reprioritize spending and income to best deliver the required outcomes for Southend 2050.

Central Government has provided a range of financial support to Local Authorities to help with their local response to Covid-19 and this has come in the forms of passported funding which goes to businesses and residents, direct funding support for the Council and finally assistance with cashflow of paying and receiving various Government funding streams. Nationally they have provided £3.7 billion over 3 tranches of Emergency Grant funding to the sector. Southend-on-Sea Borough Council have received circa £12m to support the additional spending pressures on current budgets and also new initiatives required to deal with the response to the pandemic such as the food distribution centre, adult social care provider support, accommodation for rough sleepers and leisure and theatre provider support.

All Local Authorities continue to submit monthly returns to Government highlighting the financial impact on their local areas. It is clear that the grant support received so far is not enough to compensate for the actual additional costs incurred and the loss in income that has been experienced. The Council will continue to lobby Central Government for additional resources in order to receive a fair level of funding for the actual costs associated with the pandemic. A separate report elsewhere on this agenda considers the overall financial impact of Covid-19 on Southend-on-Sea.

However, as we move more into our recovery phase it is important that some one-off impact funding is available to deal with urgent emerging and ongoing issues to support the recovery of the town. It is therefore proposed that a Covid-19 recovery

fund is created to support these urgent emerging and ongoing issues. It is recommended that the fund should have an initial value of £500,000, which will be funded from the Business Transformation Reserve (BTR). The Cabinet and officers will consider use against the fund and the monitoring of the fund will form part of the regular Covid-19 Finance update reports to Cabinet.

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

9.3. **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.

9.4. **Property Implications**

There are no property implications as part of this report.

9.5. **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.

9.6. **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. The Equality Impact Assessment undertaken alongside the refresh of the 2050 outcomes and roadmap milestones is attached at **Appendix 4**.

9.7. **Risk Assessment**

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

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

9.9. **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.

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

11. **Appendices**

- 11.1. Appendix 1 – Southend 2050 Outcomes
- 11.2. Appendix 2 – Southend 2050 outcomes mapped against the Political Recovery Priorities
- 11.3. Appendix 3 – Southend 2050 Roadmap & Milestones (updated August 2020)
- 11.4. Appendix 4 – Southend 2050 Equality Impact Assessment
- 11.5. Appendix 5 – Southend 2050 Performance Management Framework
- 11.6. Appendix 6 – Southend 2050 Outcome Success Measures Report (Quarter 1, April – June 2020)
- 11.7. Appendix 7 – Transforming Together programme

## Southend 2050 Outcomes

Theme	Outcome
<b>Pride &amp; Joy</b>  <i>By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.</i>  <b>Theme Lead:</b> <b>ANDREW LEWIS</b>	There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.
	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.
	We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
	Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.
<b>Safe &amp; Well</b>  <i>By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.</i>  <b>Theme Lead:</b> <b>JOE CHESTERTON</b>	People in all parts of the borough feel safe and secure at all times.
	Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.
	We are well on our way to ensuring that everyone has a home that meets their needs.
	We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
	We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.
	Residents feel safe and secure in their homes.
<b>Active &amp; Involved</b>  <i>By 2050 we have a thriving, active and involved community that feel invested in our city.</i>  <b>Theme Lead:</b> <b>LARISSA REED</b>	Even more Southenders agree that people from different backgrounds are valued and get on well together.
	Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.
	Residents are routinely involved in the design and delivery of services.



Theme	Outcome
	A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.
	More people have physically active lifestyles, including through the use of open spaces.
<p data-bbox="130 517 577 555"><b>Opportunity &amp; Prosperity</b></p> <p data-bbox="130 595 577 736"><i>By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.</i></p> <p data-bbox="130 813 577 880"><b>Theme Lead: MICHAEL MARKS</b></p>	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.
	Our children are school and life ready and young people are ready for further education, training or employment
	Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.
	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.
	Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population.
	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.
<p data-bbox="130 1516 577 1554"><b>Connected &amp; Smart</b></p> <p data-bbox="130 1594 577 1765"><i>By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.</i></p> <p data-bbox="130 1841 577 1908"><b>Theme Lead: TANDRA FORSTER</b></p>	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.
	People have a wide choice of transport options.
	We are leading the way in making public and private travel smart, clean and green.
	Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.

### 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&J 1	A&J 2	A&J 3	A&J 4	A&J 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	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

### 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

### Key: Link to the Southend 2050 Themes



Pride & Joy



Safe & Well



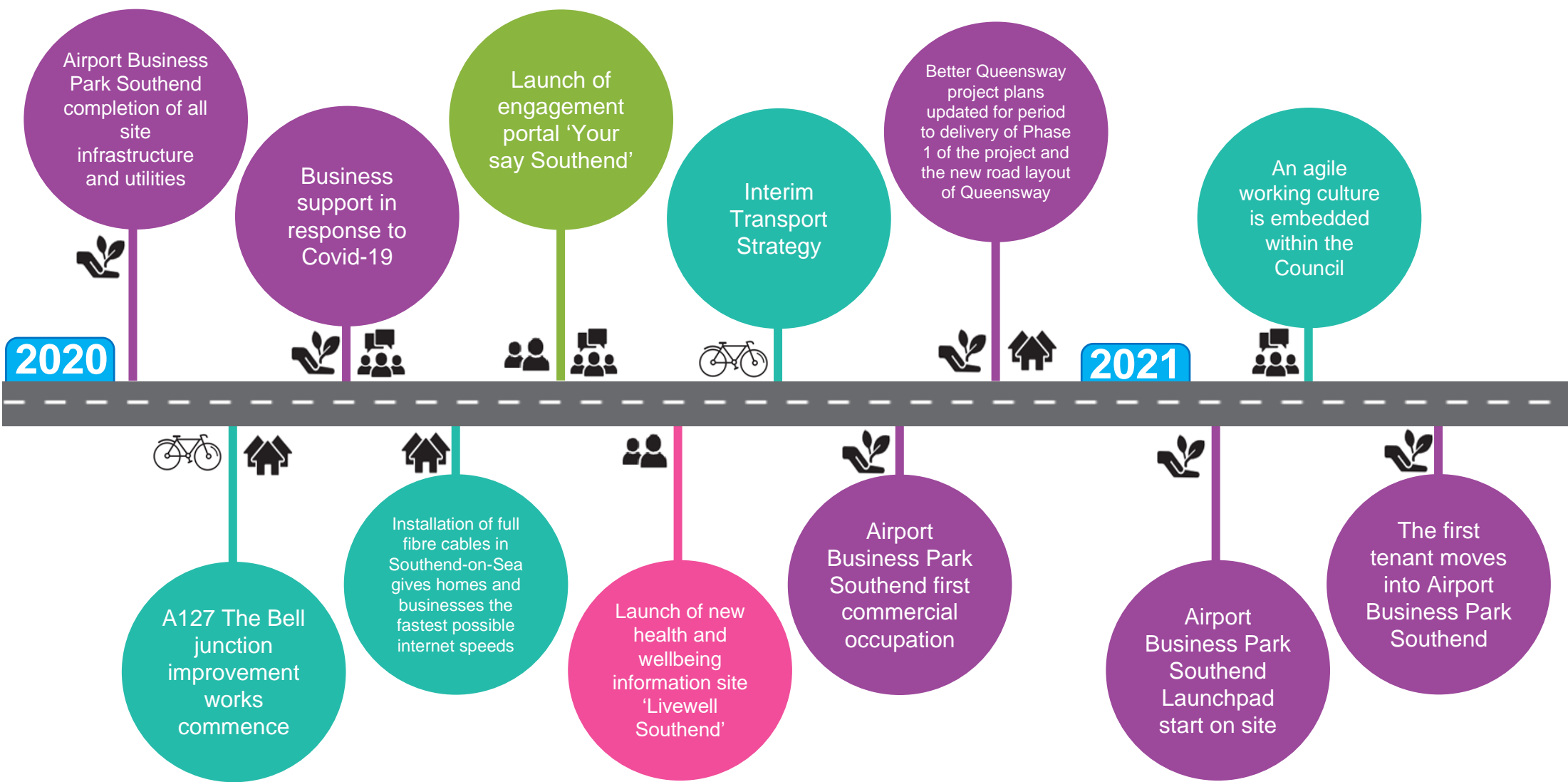
Active & Involved



Opportunity & Prosperity



Connected & Smart



2021

Attainment 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 the borough

Climate Change Action Plan tackles climate change

Improved outcomes for residents discharged from hospital and a strengthened offer for admission avoidance

Pedestrian and cycle improvements get underway in the borough

Campaign for further river crossing east of Lower Thames crossing starts

Integrated transport system provides residents with new public transport links and better travel hubs within the borough



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

Rough sleepers are supported with suitable properties and interventions, including finding residents permanent homes

Street cleansing measures prevent litter and dog fouling and harness the power of residents

Completed Kent Elms project improves the traffic flow across the Kent Elms Junction

A reimagined, vibrant Town Centre with space for arts, music, retail and homes

Isolation unit set up, enabling care homes to only admit people free of significant infections, and care sector strategy developed

2021

Aspiration and educational attainment raised amongst residents in deprived areas

Progress on housing pipeline and acquisitions for Council Housing

More apprenticeships for young people

Delivery of targeted violence and vulnerability support

A thriving, well-managed night-time economy offering a safe and enjoyable experience for all

Large-scale arts festival 'Estuary 2021' takes place



Final decision taken on the Seaway development

More Southend pupils are able to attend a grammar school if they choose



Promotion of environmental zones around schools

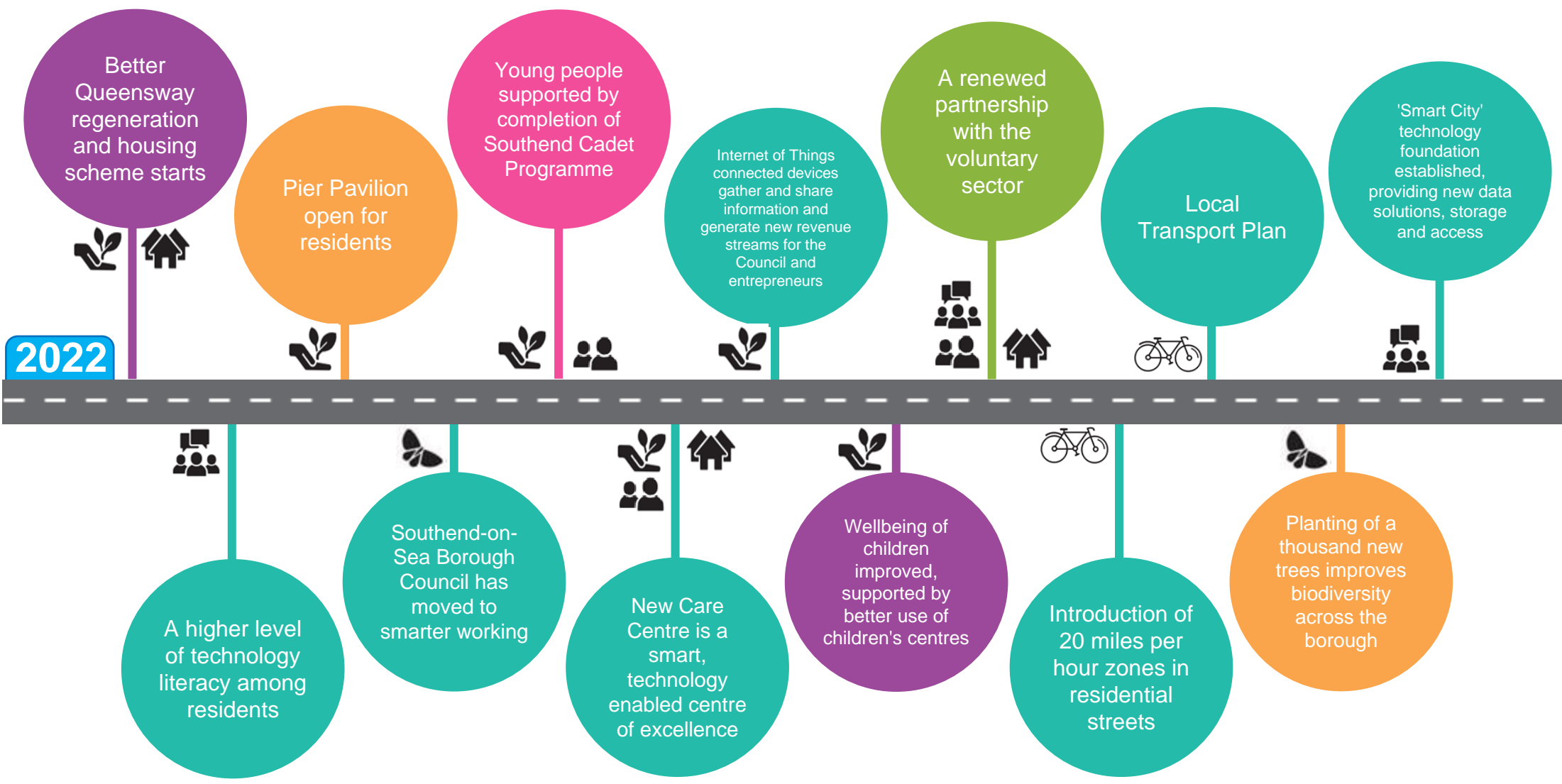
Increased number of community safety and Community Safety Unit officers

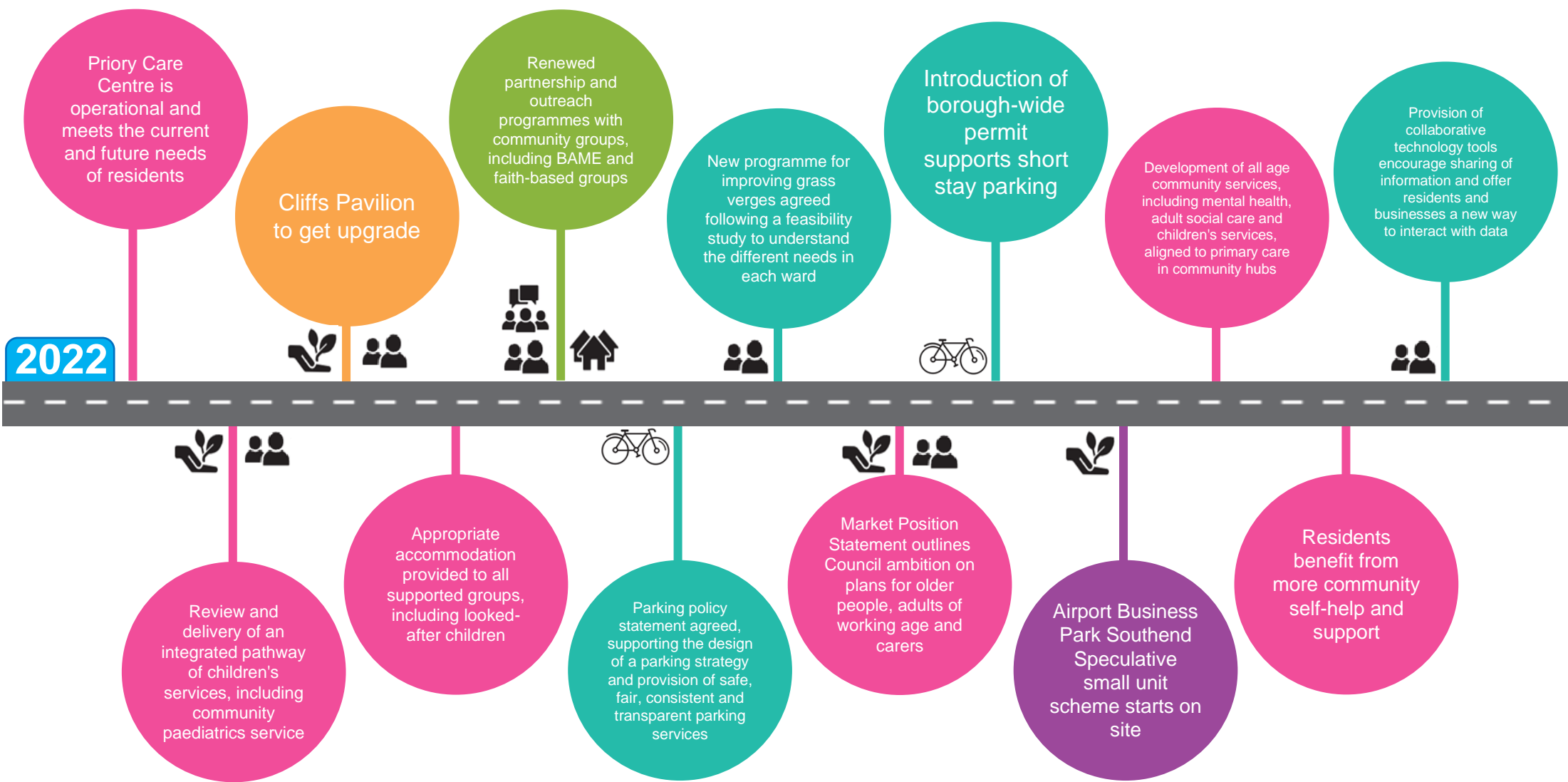


New social and key worker housing opportunities identified and Better Queensway business plan agreed

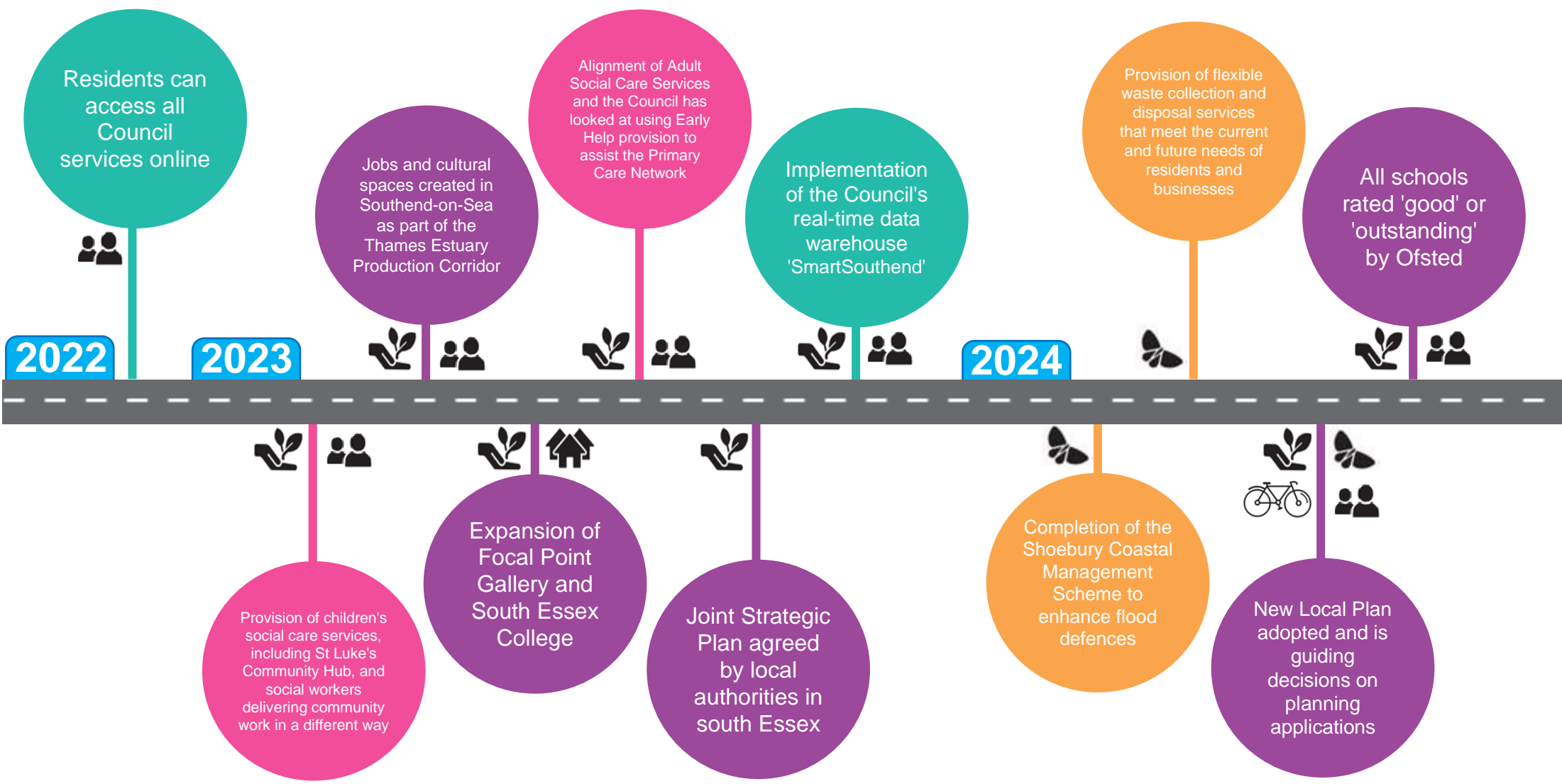


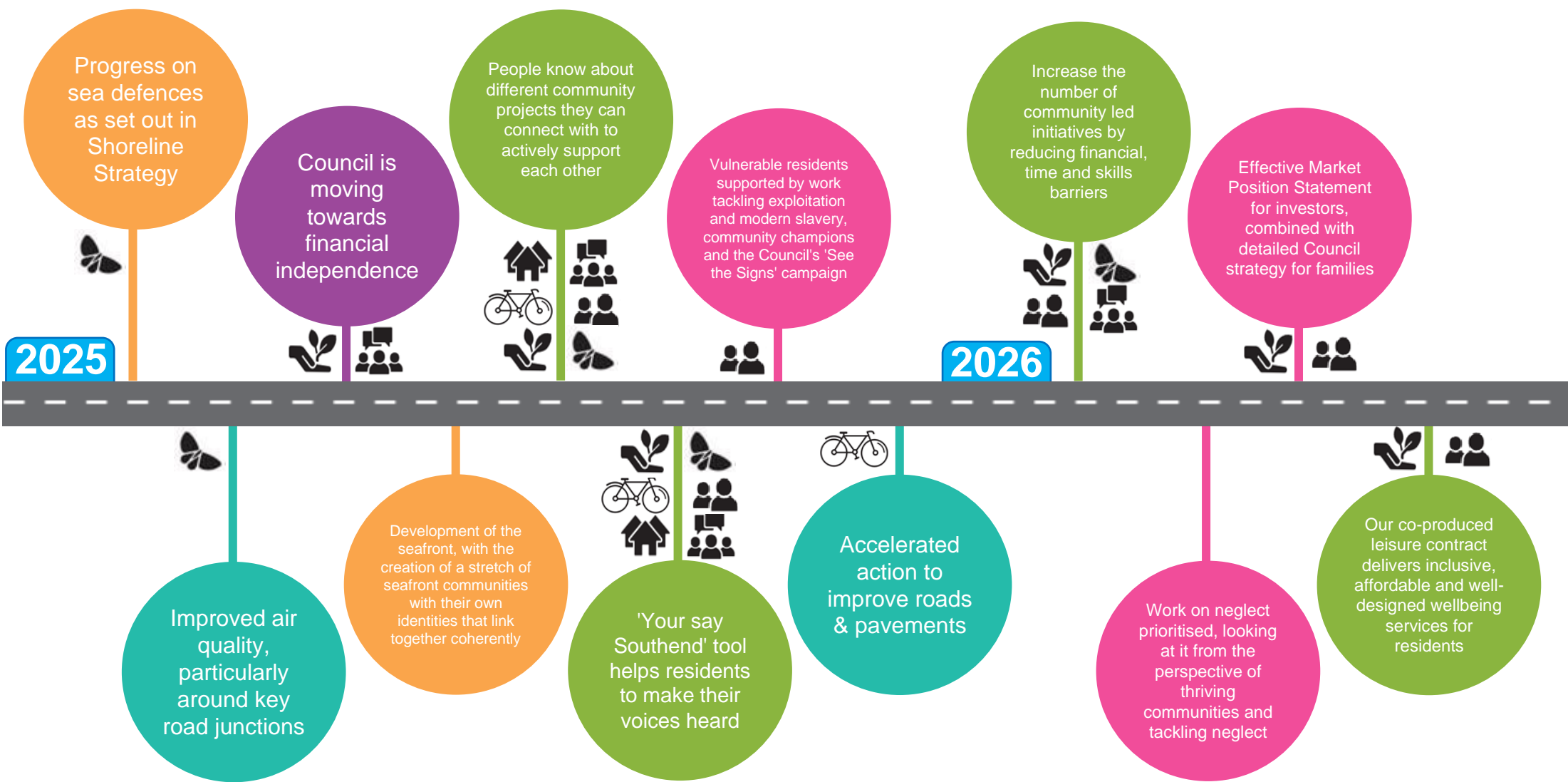
Council participation in Association of South Essex Local Authorities LoRaWAN (Long Range Wide Area Network) and Mobile projects











2025

2026

Progress on sea defences as set out in Shoreline Strategy

Council is moving towards financial independence

People know about different community projects they can connect with to actively support each other

Vulnerable residents supported by work tackling exploitation and modern slavery, community champions and the Council's 'See the Signs' campaign

Increase the number of community led initiatives by reducing financial, time and skills barriers

Effective Market Position Statement for investors, combined with detailed Council strategy for families

Improved air quality, particularly around key road junctions

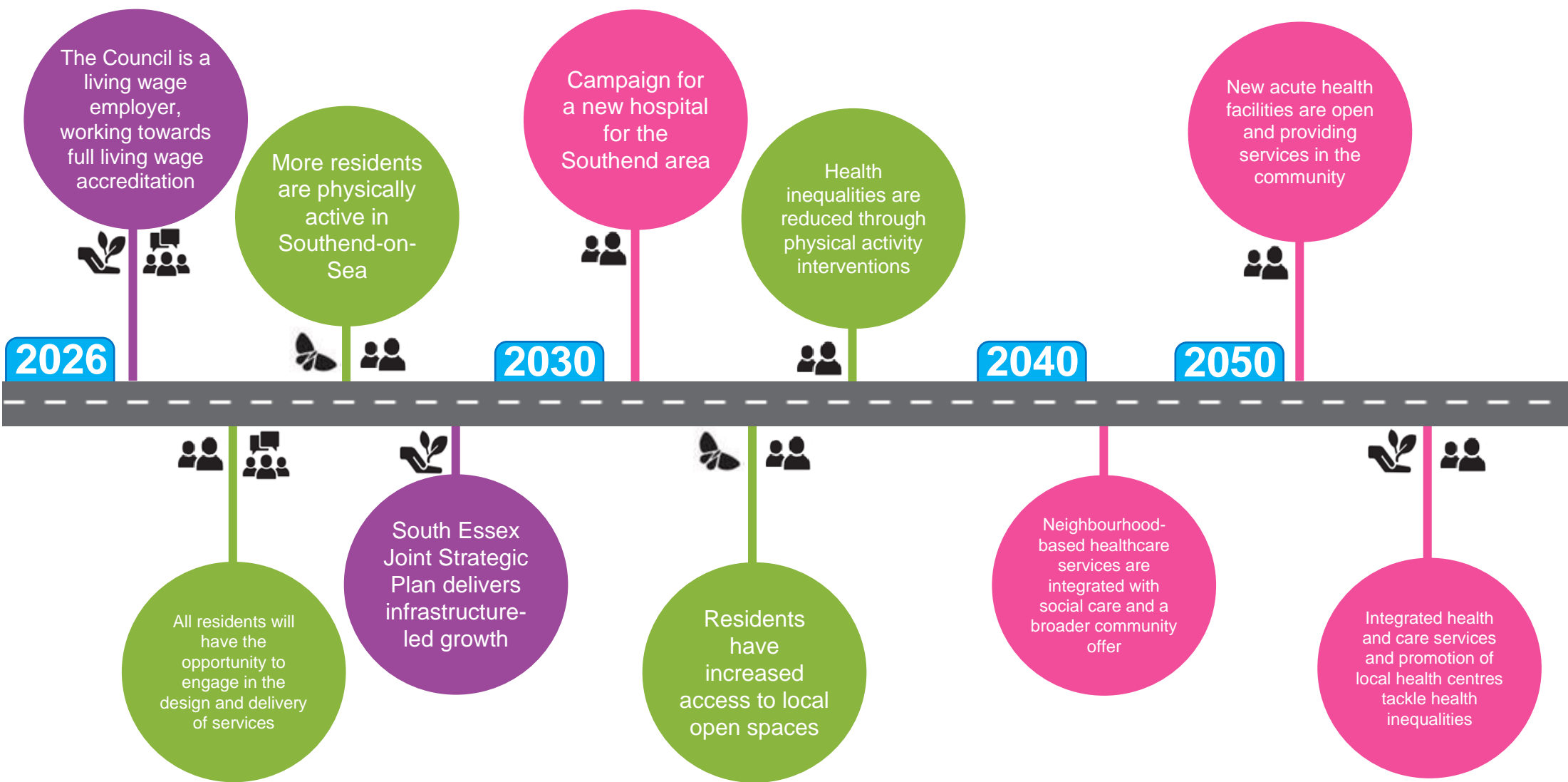
Development of the seafront, with the creation of a stretch of seafront communities with their own identities that link together coherently

'Your say Southend' tool helps residents to make their voices heard

Accelerated action to improve roads & pavements

Work on neglect prioritised, looking at it from the perspective of thriving communities and tackling neglect

Our co-produced leisure contract delivers inclusive, affordable and well-designed wellbeing services for residents



Planning  
policy  
achieves safe  
and well  
communities



2050

# Southend 2050 Refresh

## DRAFT Equality Impact Assessment

### 1. Background Information

The Equality Act 2010, requires public authorities to have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation and to advance equality of opportunity between people from different groups. There is also a requirement that public authorities foster good relations between people from different groups with protected characteristics. This includes, for example, ensuring such groups have the ability to access information and eligible services on an equal basis and to have reasonable adjustments made to enable that to happen. The duty to 'advance equality' requires the council to be pro-active in reducing inequalities.

#### 1.1 Name of policy, service function or restructure requiring an Equality Analysis: Southend 2050 Refresh

This EIA focusses on the recent changes to Southend 2050 in response to the Covid-19 pandemic, notably the associated desired outcomes and the Transforming Together programme to better enable the council to deliver those outcomes. Future work which takes place within each of the five themes, particularly those relating to specific milestones, will benefit from individual Equality Impact Assessments.

#### 1.2 Date Equality Analysis undertaken: August 2020

#### 1.3 Names and roles of staff carrying out the Equality Analysis:

Name	Role	Service Area
Lauren Dolphin Tim MacGregor Sarah Brown Cheryl Oksuz	Policy Team	Corporate Strategy
2050 Outcome leads	Responsible for supporting the delivery of desired outcomes	Cross council

Corporate Equality Steering Group	Officer group, responsible for overseeing the Council's approach to equalities	Cross council
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**1.4 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?**

As part of an annual process, the Southend 2050 outcomes and roadmap were reviewed and updated this year in the context of COVID-19. While the 2050 ambition remains the same, how Southend gets there may be somewhat different. Therefore, the outcomes and roadmap review builds on some positive aspects of the crises and points the way to rebalance and restore the damage caused in recent months. A full EIA of Southend's COVID-19 regulatory response has been undertaken and is available as an appendix to The Council's response to Covid-19 report to Cabinet, 9 June 2020, and linked below.



03-Southend Covid-19 Regulatory I

COVID-EIA:

**Nine** of the existing 23 outcomes have been reworded, **three** new outcomes have been created under the themes of Safe & Well and Opportunity & Prosperity. No outcomes have been deleted, raising the total number of outcomes that support the delivery of the Southend 2050 Ambition to **26**.

## 2. Outcome Equality Analysis by Southend 2050 theme

### 2.1 Pride and Joy - Key Equality Implications

**Disability** – In developing our cultural and leisure offer there is potential for the benefit of this activity to reduce if barriers to access are not addressed for those with disabilities. By developing the accessible tourism offer, the borough can enhance areas such as beach accessibility, accommodation, accessible signage and reading materials. In addition, barriers and measure to support specific initiatives and actions can be identified at the project level, with methods to design public spaces for accessibility put in place.

**Race** – In developing our cultural offer, there is potential for less-engaged groups to be under-represented in cultural events and activities. To mitigate this, it is possible to promote and further ‘talk up’ Southend’s diverse culture, and use outreach engagement activities to hold diverse cultural activity throughout the year. There is risk that our tourism image is narrow and an exclusive set of images is used by magazines, websites and marketing material, which deters visitors who do not have the same profile. To mitigate this a wide range of ethnicities, reflecting residents and visitors to the borough, can help promote Southend’s tourism offer.

**Sexual orientation, Gender Reassignment, Gender and Marriage and civil partnership** – Some venues may appear exclusive due to image and broader gender / relationship diversity issues. Creating a welcoming and inclusive sector for all greater engagement such as through annual events and promotion of inclusivity can be promoted.

**Carers, Socio-economic and Age** - Cost, image, accessibility and “Strenuous” activity can form barriers to the cultural and leisure. Issues can combine to mean certain young and old people are under-represented. A varied offer designed in close consultation with a range of residents can help mitigate this exclusion.

**Pregnancy and maternity** – The development of our local offer should be mindful to include breastfeeding friendly spaces and facilities which are inclusive for young families.

**Religion or belief** - The research does not indicate that enhanced cultural and public space provision could have a differential impact on people of different religions. However, there is potential for less-engaged groups to be under-represented in the design and attendance of some cultural events. People of different religious beliefs may feel uncomfortable visiting certain types of establishments. A broad mix of venues, events, and public spaces should be included in activity to appeal to a wide range of people.

2.2 Changes to Pride and Joy outcomes in the proposed 2050 refresh are highlighted in the tables below, this included new additions and Equality and Diversity implications:

	Current Outcome (old)	Change to Outcome	Equality and Diversity Implications
Pride and Joy	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.	<p>Potential for enhanced benefits for those with disabilities if barriers to access are addressed</p> <p>Potential for less-engaged groups to be better represented in cultural events and activities.</p> <p>Some venues may appear exclusive due to image and exclude some groups.</p> <p>Cost, image and accessibility can form barriers for various Age, Disability, carers and Socio-economic groups.</p> <p>People of different religious beliefs may feel uncomfortable visiting certain types of establishments.</p>
	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.	<p>Enhanced streets and public spaces that are clean and green, can contribute significantly to the mental wellbeing of residents and visitors.</p> <p>Potential for venues to exclude breastfeeding parents. Opportunity to increase signup for Southend Supports Breastfeeding scheme.</p>
	There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.	No changes.	
	We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.	No changes.	



## 2.3 New/revised 2050 Outcomes – Pride and Joy

Pride and Joy	Impact		Age (including looked after children)	Disability	Gender reassignment	Marriage and civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Carers	Socio-economic
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.	Yes	Positive	X	X	X	X	X	X	X	X	X	X	X
		Negative											
		Neutral											
	No												
Unclear													
Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.	Yes	Positive											
		Negative											
		Neutral											
	No												
Unclear													

### 3.1 Safe and Well - Key Equality Implications

Key equality implications for Safe and Well, apply to all residents. Particular equality implications affect specific equality groups:

**Disability** – The specific accessibility needs of residents may not be met. A key area of focus can be accessibility and community access. Those who are of particular COVID-19 high risk, may be in unsuitable communal housing or have limited access to healthcare, or social care. The St Lukes Community hub model could be replicated in other areas of the borough to help mitigate these implications, to increase community self help and support.

**Race** – There exists a need to ensure that hate crime and harassment in social housing settings is understood and tackled. A key area of focus can be to diversify recruitment, and support the learning and development of staff from ethnicities and socio-economic backgrounds that are under-represented at particular levels in the Council's workforce.

**Gender Reassignment/Marriage/Civil Partnership/Sexual orientation/All** - Need to ensure that safety concerns of Trans people, LGB people and victims of domestic violence are recognised in housing allocation processes. Engagement with representatives of Trans people, LGB people and victims of domestic violence will be important in developing particular services in this context.

**Socio-economic** – Recognition that those that are socially and economically more vulnerable are more likely to be victims of crime and feel less safe where they live. Financial insecurity, a particular impact of COVID-19, may affect how secure residents feel their homes. There are risks of Child poverty, modern slavery, county lines and Energy poverty which are increased by the pandemic. To help mitigate these in planned activity, close consultation on the changing needs of these populations can support this stability and security.

3.2 Changes to Safe and Well outcomes in the proposed 2050 refresh are highlighted in the tables below:

	Current Outcome (old)	Change to Outcome	Equality and Diversity Implications
<b>Safe and Well</b>	New outcome	Residents feel safe and secure in their homes.	Recognition that the more socially and economically vulnerable are more likely have a fear of crime and to be victims of crime. Housing accessibility needs for residents with disabilities Socio-economic impacts following COVID-19. Risk of hate crime and domestic violence.
	People in all parts of the borough feel safe and secure at all times.	No changes.	
	Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.	No changes.	
	We are well on our way to ensuring that everyone has a home that meets their needs.	No changes.	
	We are all effective at protecting and improving the quality of life for the most vulnerable in our community.	No changes.	
	We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.	No changes.	

### 3.3 New/revised 2050 Outcomes - Safe and well

Safe and Well	Residents feel safe and secure in their homes.	Impact			Age (including looked after children)	Disability	Gender reassignment	Marriage and civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Carers	Socio-economic
		Yes	Positive	Negative	Neutral	No	Unclear								
			x		x		x		x	x	x	x	x	x	x
							x								

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## 4.1 Active and Involved - Key Equality Implications

**Age** – Digital exclusion and social isolation is most likely to impact older age groups, particularly as these activities increasingly operate online (a process accelerated by COVID-19). Age diversity is important in creating services that are sustainable as the age groups change and the population ages. Using a variety of means of engagement and the use of plain language will maximise the opportunities for engagement across age groups.

**Disability** – Encouraging residents to have more physically active lifestyles may be challenging for some individuals with specific disabilities. Targeted support by trained individuals can increase accessibility to activity for all.

Community engagement will ensure that the issues experienced by this group are taken into account in the development of future services. It is imperative that the process and the information provided as part of the activity is provided in a way that is accessible to members of this group, e.g. different formats, braille, etc.. and that access to venues for activities and engagement is maximised.

**Carers** - Ensuring all communities have access to support – challenge barriers. Groups to be supported to initiate events.

**Socio-economic** – Increasing access to green spaces in the most economically deprived areas of the borough can support this outcome.

**Race and Religion** - Targeted working groups for specific protected groups can be used to increase involvement in service design of underrepresented groups. Greater representation of ethnicities across the council can help support this.

**Religion and belief** – Awareness and sensitivity to the borough's different religious communities is an important to ensuring particular residents are not excluded from involvement in civic and other activity. Further data collection in this area may be required to ensure there is a good understanding of the make-up of the borough's population.

**Gender and Gender Reassignment** – Greater community connection will ensure that the views of all the members of this group are represented. Most community activity should have a neutral impact on this group.

**Sexual orientation** – Involvement and feedback from this group can only be monitored if the monitoring process itself captures the data to show that the engagement of this group has been sought. Where equality data is collected, or engagement is targeted to include this group, their views and issues they experience will be represented.

**Marriage and civil partnership** - Most community activity to increase involvement with design and delivery should have a neutral impact on this group.

**Pregnancy and maternity** - Most community engagement should have a neutral impact on this group, with specific benefits in greater social connection for this group, which is at risk of isolation – particularly following COVID-19.

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4.2 Changes to Active and Involved outcomes in the proposed 2050 refresh are highlighted in the tables below, this included new additions and Equality and Diversity implications:

	Current Outcome (old)	Change to Outcome	Equality and Diversity Implications
<b>Active and Involved</b>	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	Older age groups more likely to experience social isolation through digital exclusion, esp. during COVID-19.
	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	Need to address barriers to full participation exist for marginalised groups and those less able to navigate the system
	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.	Should enable wider participation and engagement from those in more marginalised communities  There is potential for an economic impact, if house priced increase.
	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.	Need to ensure that the needs of those with barriers to physical activity are fully considered.
	Even more Southenders agree that people from different backgrounds are valued and get on well together.	No changes.	

### 4.3 New/revised 2050 Outcomes – Active and Involved

		Impact		Age (including looked after children)	Disability	Gender reassignment	Marriage and civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Carers	Socio-economic	
		Yes	Positive Negative Neutral												
Active and Involved	Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.	Yes	Positive	x	x	x	x	x	x	x	x	x	x	x	
			Negative												
			Neutral												
		No													
		Unclear													
	Residents are routinely involved in the design and delivery of services.	Yes	Positive	x	x	x	x	x	x	x	x	x	x	x	
			Negative												
			Neutral												
		No													
		Unclear													
	A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.	Yes	Positive	x	x	x	x	x	x	x	x	x	x	x	
			Negative												
		Neutral													
	No														
	Unclear														
More people have physically active lifestyles, including through the use of open spaces.	Yes	Positive	x	x	x		x	x	x	x	x	x	x		
		Negative													
		Neutral				x									
		No													
		Unclear													
	No														
	Unclear														



## 5.1 Opportunity and Prosperity

**Age** - The 2050 outcome changes for Opportunity and Prosperity, which focus on education, training and employment are particularly relevant to the age characteristic because available data suggests differing levels of economic activity and participation on learning and qualification levels among different age groups. In Southend, qualifications are fewer with age; just 9% of the 25-34 year old age group have zero qualifications. This increases to 13% for 35-49 year olds, and 26% for 50-64 year olds. Those over 65 are most likely to have no qualifications, at 55%. To mitigate this implication, the specific benefits to both younger / older residents can be identified in projects / initiatives using inclusive consultation formats.

Following COVID-19, apprenticeship schemes are expected to reduce in number, which holds negative impact upon the younger age group. Employment levels are also negatively impacted, affecting young people in particular. Targeted start-up initiatives in these sectors could be considered to mitigate these implications, mentoring would also offer significant benefits to younger people.

For young children in Southend, opportunities for outdoor play are limited, which can impact school-readiness for this age group. The added impact of COVID-19 is expected to particularly impact young children and teenagers in becoming 'life-ready'. To mitigate this, barriers can be identified at an early stage.

**Race** – There is potential for benefits such as supporting businesses, to be reduced by barriers to engagement. This could be through language, and accessible terminology for those with English as an additional language. Information can be provided through cultural or community centres in areas where populations within each group are concentrated

**Gender** – There is potential to impact significantly on female rates of pay by connecting women to opportunities in male dominated growth sectors / roles. This could be achieved through Identifying and addressing barriers to female employment in under-represented occupations e.g. skilled trade, managerial, technical.

**Socio-economic** – Those who are more socially and economically vulnerable are likely to be more severely impacted by the recession resulting from Covid-19. Any barriers to participation can reduce the benefit of job opportunities for residents entering or returning to work need to be addressed. In planning projects/ initiatives, meeting resident needs should be at the forefront in reducing barriers to employment - including for ex-offenders, and for those struggling to find secure employment.

**Disability** - Further mitigation action can include promoting the opportunities and benefits of working from home / employing home workers, particularly to support those with disabilities.

**Carers** - Southend holds the lowest average wage in the region, holding negative financial impact on those who need to work close to home. This can particularly impact working families and those with caring responsibilities, who live and work in Southend.

5.2 Changes to Opportunity and Prosperity outcomes in the proposed 2050 refresh are highlighted in the tables below, this includes new additions and Equality and Diversity implications:

	Current Outcome (old)	Change to Outcome	Equality and Diversity Implications
Opportunity and Prosperity	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.	Need to ensure access to opportunities are for all, with targeted support where necessary.
	New outcome	Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population.	Barriers to participation can reduce the benefit of job opportunities for residents entering or returning to work. Failure to connect women to higher paid opportunities will increase gaps. Apprenticeship schemes expected to reduce with negative impact upon younger age groups.
	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.	Need to ensure that support is conscious of the diverse nature of the local business community. Potential for benefits to be reduced by barriers to engagement with business support e.g. language, terminology, and accessibility.
	The Local Plan is setting an exciting planning framework for the Borough.	No changes.	
	We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.	No changes.	
	Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.	No changes.	

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.	No changes.	
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### 5.3 New/revised 2050 Outcomes - Opportunity and Prosperity

Opportunity and Prosperity		Impact	Age (including looked after children)	Disability	Gender reassignment	Marriage and civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Carers	Socio-economic	
	Our children are school and life ready and young people are ready for further education, training or employment	Yes	Positive	x	x	x		x	x	x	x	x	x	
			Negative											
			Neutral											
		No				x								
	Unclear													
	Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population.	Yes	Positive	x	x	x		x	x	x	x	x	x	x
			Negative											
			Neutral											
		No				x								
Unclear														
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.	Yes	Positive	x	x	x		x	x	x	x	x	x	x	
		Negative												
		Neutral												
	No				x									
Unclear														

## 6.1 Connected and Smart - Key Equality Implications

**Age / Disability** - The shift towards online services and day to day activity could hold negative impacts for accessibility, increasing a digital divide increases for those not connected. Barriers to use of ICT for target groups can be identified and removed through early actions in project activity. Barriers to digital access for people with a disability, or diverse language needs can be identified and the need for relevant actions can be specified in the strategy to address these as pre-requisites.

**Socioeconomic** - There may be socioeconomic impacts on changes to transportation, as fares may increase and more mobile groups from other areas choose to take up local employment opportunities. To mitigate, development could be encouraged in proximity to concentrations of older / younger residents out of work. Training activity can be linked to job opportunities in advance. There are socio-economic advantages to be gained from reduced road congestion, for businesses, education, tourism and retail.

**Age** - Access to work and transport impacts particularly upon the most vulnerable. Consideration for those without their own transport and the specific needs of residents need to be considered when designing transport related projects / activities can help to mitigate potential implications. Improved accessible transport facilities will benefit all but in particular those with disabilities and those at socio-economic disadvantage with no negative impact on any of the protected characteristics.

**Gender, Gender Reassignment, Marriage and civil partnership, Race** – No negative impact suggested, as new model provides a range of opportunities for increased accessibility to transport and digital provision.

**Pregnancy and maternity** - Improved accessible links to service facilities will benefit all, but in particular those who are pregnant or new parents, disabled people and those that are socio-economically disadvantage. No negative impact suggested, as new model provides a range of opportunities for greater connection for this group which can be more at risk of isolation.

**6.2** Changes to Connected and Smart outcomes in the proposed 2050 refresh are highlighted in the tables below, this included new additions and Equality and Diversity implications:

	<b>Current Outcome (old)</b>	<b>New Outcome (proposed)</b>	<b>Equality and Diversity Implications</b>
<b>Connected and Smart</b>	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.	Improved provision will help the more socially and economically disadvantaged  Employment opportunities may be taken up by other more mobile groups within the population.  Benefits will be reduced if transport solutions do not specify needs of people with a disability.
	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.	Digital divide could increase for those not connected as services and day to day business moves online.  Barriers to digital access for people with a disability, or diverse language needs should be identified and addressed.
	People have a wide choice of transport options.	No changes.	
	We are leading the way in making public and private travel smart, clean and green.	No changes.	

### 6.3 New/revised 2050 Outcomes – Connected and Smart

	Impact	Age (including looked after children)	Disability	Gender reassignment	Marriage and civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Carers	Socio-economic	
Connected and Smart	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	Yes	Positive	x	x	x	x	x	X	x	x	x	x
			Negative										
			Neutral										
		No											
	Unclear												
Connected and Smart	Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.	Yes	Positive	x	x	x	x	x	X	x	x	x	x
			Negative										
			Neutral										
		No											
	Unclear												

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## 7. Evidence Base

### 7.1 Information sources to inform the EA:

Source of information	Reason for using (e.g. likely impact on a particular group).
COVID-19 EIA	Included to identify any potential equality related issues. Before and after the restructure
2011 Census	To provide population data.
Southend 2050 update - report to Cabinet, 28.7.20	Outlines changes to the Southend 2050 Roadmap.
Nomis	To detail the local labour market profile.
Index of Multiple Deprivation	To identify potential socio-economic issues.
Residents Survey 2019	Reflects the views of Southend's residents, particularly by area, age and gender.

### 7.2 Profile of Southend by Protected Characteristic:

Characteristics	Information Breakdown – data analysis
<b>Age</b>	<ul style="list-style-type: none"> <li>• 55,500 of Southend's 89,400 men are aged 16-64.</li> <li>• The working age population is expected to decrease by 3% by 2031.</li> <li>• The average age is 40 in Southend.</li> </ul> <p>Southend population breakdown by age:</p> <ul style="list-style-type: none"> <li>• Age 0-9 11.92%</li> <li>• Age 10-19 11.73%</li> <li>• Age 20-29 12.1</li> <li>• Age 30-59 40%</li> <li>• Age 60-74 14.7%</li> </ul>

	<ul style="list-style-type: none"> <li>• Age 75+ 8.9%</li> </ul>
<b>Disability</b>	<ul style="list-style-type: none"> <li>• Nearly 1 in 5 people (17.9%) in England and Wales reported a disability that limited their daily activities. People living in deprived areas and working in routine occupations were more likely to be disabled.</li> <li>• People in Southend reporting a disability that <u>limits them a lot</u> in their daily activities: 8.4% of men; 8.7% of women (<a href="#">ONS, 2011</a>)</li> <li>• About 20% of the population have a disability in Southend. This is based on the national figure, which is usually quoted as 18%, with 44% of those of pension age - see <a href="#">here</a> and <a href="#">here</a>.</li> </ul>
<b>Gender reassignment</b>	<ul style="list-style-type: none"> <li>• No robust data on the UK Trans population exists. The Government Equalities Office tentatively estimate that there are approximately 200,000-500,000 Trans people in the UK.</li> <li>• The Office for National Statistics is researching whether and how to develop a population estimate.</li> <li>• 41% of Trans men and Trans women responding to a Stonewall survey said they had experienced a hate crime or incident because of their gender identity in the last 12 months.</li> <li>• Stonewall found that 25% of Trans people had experienced homelessness at some point in their lives.</li> <li>• The Government Equalities office national LGBT survey found similar results, with 67% of trans respondents saying they had avoided being open about their gender identity for fear of a negative reaction from others.</li> </ul>
<b>Marriage and civil partnership</b>	<p>In Southend, there are:</p> <ul style="list-style-type: none"> <li>• 48,392 single residents (never married or registered a civil partnership). (34.4%)</li> <li>• 61600 married residents (43.8%)</li> <li>• 301 residents in a registered same sex civil partnership (0.2%)</li> <li>• 4314 separated (but legally married) residents (3.1%)</li> <li>• 15,245 divorced residents (10.8%)</li> <li>• 10,769 widowed residents (7.7%)</li> </ul>



<b>Pregnancy and maternity</b>	<ul style="list-style-type: none"> <li>• 12.6% of deliveries are to mothers from BME groups.</li> <li>• The general fertility rate is 6.1 per thousand – slightly higher than the UK average.</li> </ul>
<b>Race</b>	<ul style="list-style-type: none"> <li>• The great majority of Southenders (87%) self-reported their ethnicity as White British in the last census (2011) compared to 85% nationally.</li> <li>• There were 87 different ethnicity categories self-reported.</li> <li>• Of 173,658 Southend residents in the 2011 census, non-white ethnicities form 8.1% of the population;</li> <li>• 2.1% Mixed/Multiple ethnic group;</li> <li>• 2.1% Black/African /Caribbean/Black British;</li> <li>• 1.04% Asian/Asian British: Indian;</li> <li>• 0.89% Asian/Asian British: Other Asian;</li> <li>• 0.62% Asian/Asian British: Chinese;</li> <li>• 0.61% Asian/Asian British: Pakistani;</li> <li>• 0.54% Asian/Asian British: Bangladeshi;</li> <li>• 0.51% Other Ethnic Group;</li> <li>• 0.09% Gypsy/Traveller/Irish Traveller.</li> </ul>
<b>Religion or belief</b>	<p>60.5% of Southend residents have a religion. 32% listed no religion.</p> <ul style="list-style-type: none"> <li>• 56% are Christian</li> <li>• 2% are Muslim</li> <li>• 1% are Hindu</li> <li>• 1% are Jewish</li> <li>• 0.5% listed 'other religion'</li> <li>• 0.5% are Buddhist</li> <li>• 0.08% are Sikh</li> </ul>
<b>Sex</b>	<ul style="list-style-type: none"> <li>• Southend has 89,400 men (49%); and 93,300 women (51%).</li> <li>• 82.4% of men are employed; 69.6% of women are employed.</li> </ul>
<b>Sexual orientation</b>	<ul style="list-style-type: none"> <li>• There is no definitive figure for the % of LGBT residents in Southend.</li> <li>• Nationally 2% of the population identified themselves as LGBT according to: <a href="#">Annual Population Survey (APS)</a></li> </ul>
<b>Carers</b>	<ul style="list-style-type: none"> <li>• About 10% of the Southend population provide unpaid care: (see Nomis site: 'Health and provision of unpaid care').</li> </ul>

	<ul style="list-style-type: none"> <li>Nationally 12.5%, or 1/8 adults are said to be carers: see <a href="#">here</a>.</li> </ul>
<b>Socio-economic</b>	<ul style="list-style-type: none"> <li>The Borough of Southend includes nine of the 10% most deprived areas of England, but also 13 of the least deprived.</li> <li>6.15% of Southend's 4963 households are 'Families with limited resources who budget to make ends meet'</li> <li>33.2% of Southend households are in flats/maisonettes/apartments, or temporary accommodation.</li> <li>In Southend-on-Sea, the life expectancy gap between the most deprived and least deprived wards is just over 11 years for males, and just under 10 years for females.</li> <li>In Southend-on-Sea, just under 1 in 5 children live in low income families (households where income is less than 60% of the median income before housing costs).</li> <li>Around 10% of Southend households experience fuel poverty.</li> <li>Southend's employment rates are similar to England - 76% of 16-64 year olds are in employment. 39% of employee jobs in Southend are part-time, which is higher than the UK average.</li> </ul>

## 8. Transforming Together

The revised Transforming Together programme has identified four themes, and key equality implications for groups with protected characteristics are outlined below:

### 8.1 Skills, Learning, & Development

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

Outcomes	Equalities Implications
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.	<ul style="list-style-type: none"> <li>Planned activities should consider E&amp;D implications to ensure accessibility and inclusivity for all.</li> </ul>
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.	<ul style="list-style-type: none"> <li>Senior level support for embedding E&amp;D is essential to progress this outcome.</li> </ul>
3. Councillors who are equipped to support the delivery of the Council aims and ambitions alongside officers.	<ul style="list-style-type: none"> <li>All council employees participate in compulsory E&amp;D training.</li> <li>Councillor-specific E&amp;D virtual learning further supports this outcome.</li> </ul>
4. Staff are enabled and have the skills and abilities to be utilised effectively across the organisation.	<ul style="list-style-type: none"> <li>Support moves to build greater representation at senior levels.</li> <li>The staff college is a tool to upskill staff.</li> <li>Targeting management training for disadvantaged groups.</li> <li>HR and HAYS recruitment can work closely to ensure recruitment is inclusive.</li> <li>Graduate Scheme.</li> <li>Opportunities for secondment and broad learning experiences across the council.</li> </ul>
5. Enable service areas to re-design affectively to meet new operational need.	<ul style="list-style-type: none"> <li>Adaptations and new activity should consider E&amp;D implications.</li> </ul>

## 8.2 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	Equalities Implications
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.	<ul style="list-style-type: none"> <li>• With HR support, individual needs can be met - to ensure employees have effective workplaces.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Inclusive behaviours are promoted, and inappropriate behaviours are addressed.</li> <li>• Unconscious bias training for managers supports fair recruitment.</li> <li>• Addressing process to challenging behaviours can support inclusivity.</li> </ul>
3. Work Life programme continues to deliver its ambitions and is connected to other TT activity that support it.	<ul style="list-style-type: none"> <li>• Mental health considerations for long-term isolation during working hours.</li> <li>• With prolonged remote working, there are increased considerations for accessibility, and higher risk groups, as outlined the COVID-19 EIA – Southend response.</li> </ul>
4. Risk awareness and horizon scanning are business-as-usual for all teams, as part of a wider Getting To Know Your Business campaign.	<ul style="list-style-type: none"> <li>• Ensuring E&amp;D implications are addressed as part of the risk management process.</li> </ul>

### 8.3 People & Networks

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

Outcomes	Equalities Implications
1. Staff feel involved, engaged and knowledgeable in Transforming Together through active communications using various channels.	<ul style="list-style-type: none"> <li>• Staff forums are a valuable resource to achieve this outcome.</li> <li>• Focus can be on supporting the staff forums and their activity.</li> <li>• Increasing forum engagement.</li> <li>• Ensuring multiple channels are used to communicate to staff, particularly when remote working.</li> </ul>
2. The right people, at the right time, with the right expertise, are engaged for specific pieces of work, promoting and influencing transforming together.	<ul style="list-style-type: none"> <li>• A diverse council which is representative of Southend, can offer greater social, cultural, structural, economic, and religious insights, to develop and engage with these pieces of work.</li> <li>• Ensuring opportunities for engagement are offered to all, in accessible formats.</li> </ul>
3. An intranet that is up to date and accessible for all, and has been designed around the user.	<ul style="list-style-type: none"> <li>• An intranet which meets users' auditory, cognitive, visual, physical, and language needs increases accessibility for all.</li> <li>• It promotes equality and diversity considerations within the Council.</li> </ul>
4. A fully knowledgeable and engaged workforce, at all levels, understand and are able to participate in the Transforming Together culture.	<ul style="list-style-type: none"> <li>• Targeted workshops can support increased engagement of specific groups.</li> </ul>
5. Staff are confident and understand the transformation culture we work in and are part of the shaping the future.	<ul style="list-style-type: none"> <li>• This culture can be shaped to represent and support the needs of all protected groups.</li> </ul>
6. Staff have effective communication mechanisms with CMT.	<ul style="list-style-type: none"> <li>• Responses to staff forums are discussed at CMT level.</li> </ul>

## 8.4 Managing TT & Corporate

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

Outcomes	Equalities Implications
1. Ensuring an up to date democratic process that supports a 21st Century Councillor and modern council (Constitution update).	<ul style="list-style-type: none"> <li>• Support moves to reduce barriers to enabling potential council candidates from standing.</li> <li>• Support moves to reduce barriers to engaging in the democratic process</li> <li>• Creating a culture which meets the values and behaviours of the organisation. This is supported by E&amp;D training available to all staff and Councillors.</li> </ul>
2. Quality assuring the work of TT and ensuring a creative space to prioritise, innovate and drive managing the work of TT.	<ul style="list-style-type: none"> <li>• Creating opportunities to work in a variety of ways, which meet the employee's individual needs.</li> <li>• Focus to maintain collaboration, particularly when remote working.</li> </ul>
3. Ensuring a clear link between TT and Southend 2050 Refresh that demonstrates the value.	<ul style="list-style-type: none"> <li>• Ensuring E&amp;D issues and concerns are well addressed.</li> </ul>
4. The council, with key partners is an effective commissioner and procurer, that results in quality and value for money services.	<ul style="list-style-type: none"> <li>• Ensuring E&amp;D issues and concerns are embedded as part of this process.</li> </ul>
5. Making sure that there is a clear understanding of TT; the principles of working and the work programme.	<ul style="list-style-type: none"> <li>• Targeted workshops can support increased engagement of specific groups.</li> </ul>
6. Transforming ICT to support the TT agenda.	<ul style="list-style-type: none"> <li>• Flexible working environments are well supported by IT.</li> <li>• Working from home holds implications for some groups (less well off, those with children)</li> </ul>
7. Ensuring effective and transparent business planning and decision-making Governance Review.	<ul style="list-style-type: none"> <li>• Staff forums are a valuable resource to achieve this outcome.</li> </ul>

## Southend 2050 Performance Management Framework

Officer	Cabinet & CMT		CMT, Cabinet, Scrutiny, Stakeholders & Outcome Teams		
Delivery plans	Corporate Performance Dashboard	Cabinet Portfolio Dashboards	Recovery report	Outcome Success Measures Report – including roadmap	Annual Report
Outcome level delivery plans, owned by the Outcome Leads & reported to the CMT Theme Lead.	Reported monthly and visible to the Cabinet, the Corporate Management Team, Senior Leadership Network and Performance and Service Leads.	Dashboard reviewed at each Portfolio meeting – including progress reports on milestones, finance, resources & projects. (4-6 weekly).	Roadmap milestones to be reviewed at each Cabinet meeting as part of ongoing reporting on recovery	Reported to Cabinet & Scrutiny quarterly. Provides visual progress made against each of the 2050 Outcomes by Theme and progress on the Roadmap milestones.	Reported annually, reviewing the Council’s performance as well as other place-based information.

### Recovery Considerations

Outcomes, roadmap milestones & performance measures directly connected to delivering the recovery from Covid-19 will be embedded throughout all reporting & clearly identified

### Governance & Performance Reporting

<b>Pentana:</b> All elements will be coded to enable quick & easy reporting	<b>Data</b> for the Corporate Performance Dashboard captured monthly	<b>Narrative</b> updates for roadmap milestones captured monthly	<b>Performance &amp; outcome measure data</b> collected quarterly for the outcome success measures report	<b>Joint Administration Priorities</b> Joint Administration Priorities are included onto the roadmap
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**Outcomes Success Measures Report  
Quarter 1 – April to June 2020**



## **Pride & Joy Quarter 1 2020/21 Summary**

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.

Work continues on the Southend place branding and development of a destination website. Workshops and virtual sessions have been held with key stakeholders to build the place narrative.

The Estuary festival has been rescheduled and will now take place in May 2021. It is being organised and promoted by local arts organisation METAL. Programming for the festival is currently being finalised. Information about the indicative programme and associated offsite projects has been published on the Estuary festival website.

The works to refurbish The Cliffs Pavilion have been delayed as a result of Covid-19, it is anticipated that they will be completed by 2022.

A borough-wide anti-littering campaign has been rolled out by the Council in response to significant increases in littering behaviour during lockdown. Additional anti-littering communications have been installed on the sea front and new recycling and litter bins installed on Southend High Street. New Keep Britain Tidy dog fouling resources will be rolled out in September 2020.

Whilst volunteer litter-picking activities were put on hold due to COVID-19, the Council is working with our partner Veolia to revive our offer in a safe way, as soon as possible.

The review of waste collection and disposal services continues and a detailed timetable is being developed – consultation with key stakeholders is starting, with customer feedback central to this work. Veolia's next Customer Satisfaction Survey is being drafted ready for an Autumn launch.

Following winter storms and subsequent damage sea defence works are being undertaken on a priority/risk assessed basis.

The planting of a thousand new trees had to be paused due to lockdown. However, there are plans to resume planting in October 2020, subject to any further lockdown restrictions. The planting season is October to end March/early April, weather-dependent.



# Outcome 1 - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.

**Volunteering hours delivered within Culture, Tourism and Property, including Pier and Foreshore and events**

**Was on hold due to COVID-19**

Q1 2020/21

vs. 3,632 for Q4 2019/20

**% of respondents satisfied with the local area as a place to live**

**74%**

Residents' Perception Survey 2019

vs. 75% in 2018/19

## Analysis of key communications campaigns on social media

### *Don't Visit Southend*

2 Apr – 10 May

Reach – 512,257

### *Coronavirus Helpline*

14 Apr – 20 May

Reach - 77,248

### *Domestic Abuse*

30 Apr – 26 May

Reach – 63,136

### *"Don't be a mug" littering*

24 Jun – 10 Aug

Reach - 10,552 (24-30 Jun)

### *COVID-19 Discretionary Business Grants scheme (first round)*

16-29 Jun

Reach – 6,192

### *11 plus*

19 May – 1 Jul

Reach - 4,443

Link clicks through to dedicated

11 plus website – 494



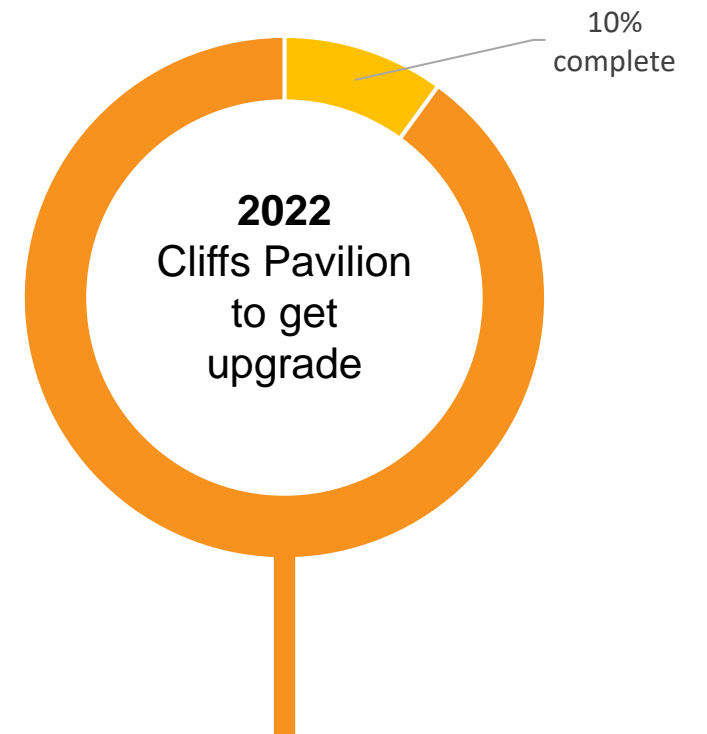
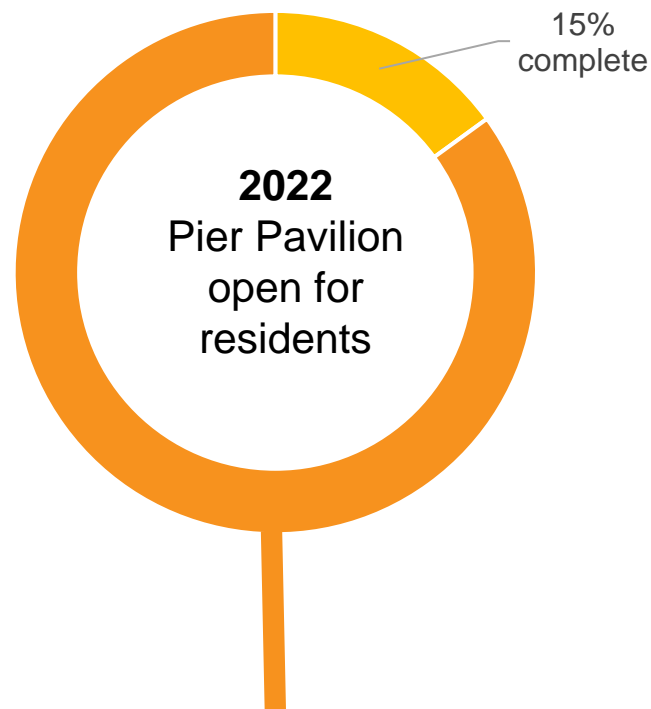


## Outcome 2 - The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the region's first choice coastal tourism destination.

Number of Green Flag awards held by our parks and green spaces

6

at Q1 2020/21





# Outcome 3 - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

**Number of Blue Flag awards held**

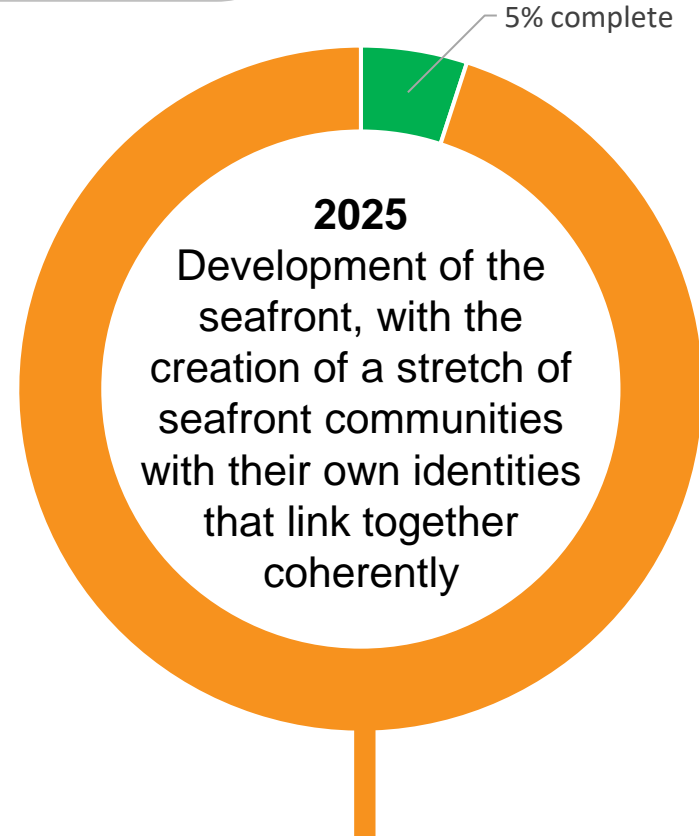
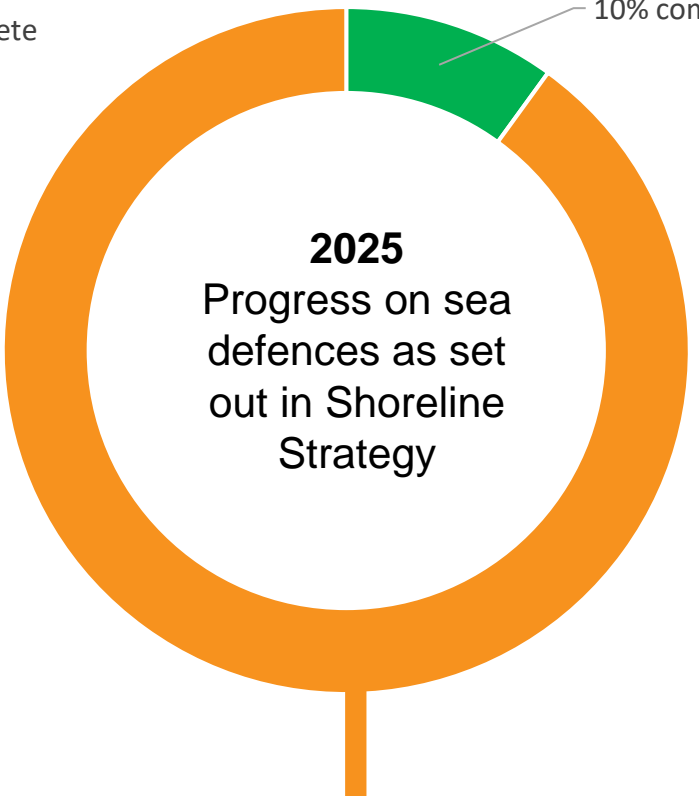
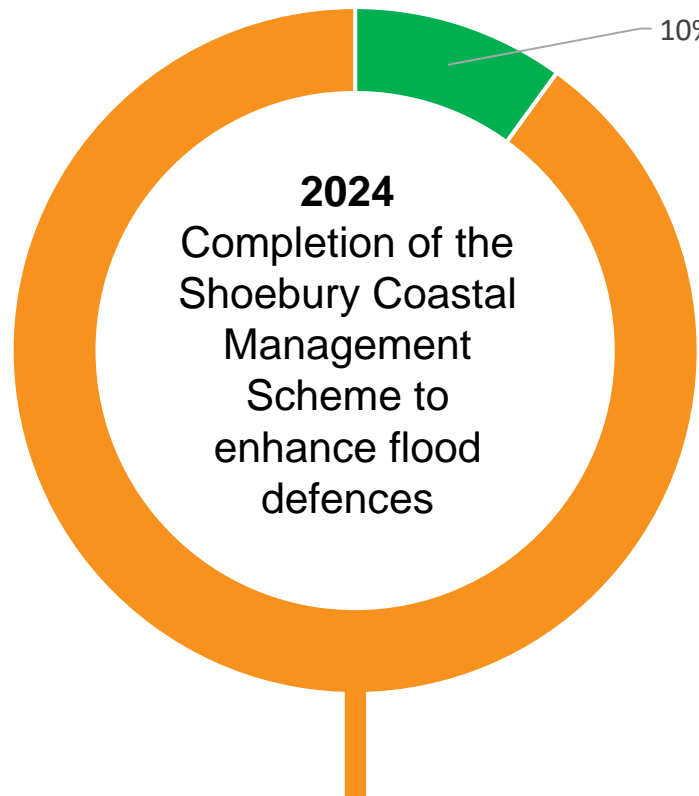
**5**

as at Q1 2020/21

**Number of volunteer-led Community Beach Cleans**

**Was on hold due to COVID-19**

Q1 2020/21





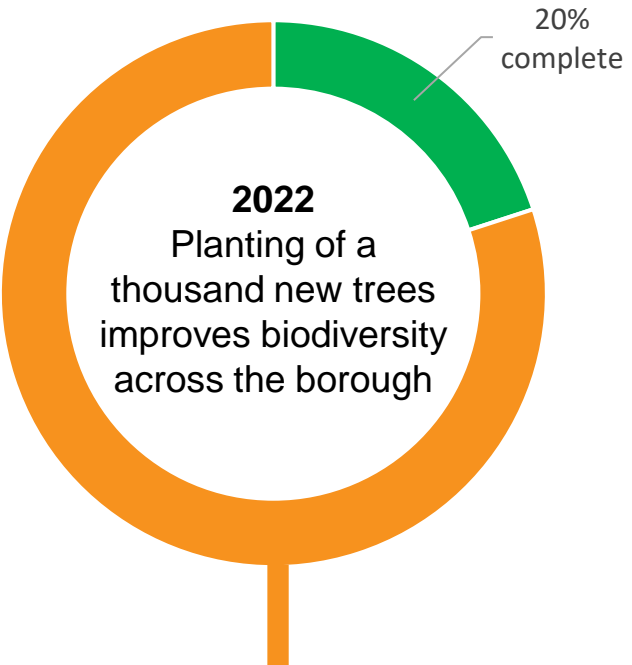
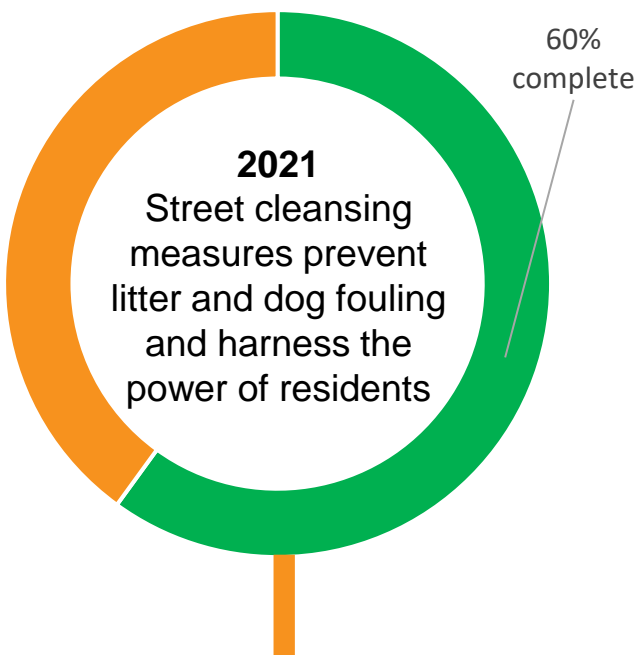
# Outcome 4 - Our streets and public spaces are resilient, valued and support the mental and physical wellbeing of residents and visitors.

**% acceptable standard of cleanliness: litter**  
**99.7%**  
Quarter 1 2020/21  
vs. 98.3% Q4 2019/20

**% acceptable standard of cleanliness: detritus**  
**97.5%**  
at 31 July 2020  
vs. 89.1% Q4 2019/20

**% repairs completed within timescale (quarterly mean)**  
**Roads: 100%**  
**Pavements: 94%**  
Q1 2020/21

**% serious defects made safe within response times (quarterly mean)**  
**Roads: 99.3%**  
**Pavements: 95%**  
Q1 2020/21







## Safe & Well Quarter 1 2020/21 Summary

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives

Throughout the COVID-19 pandemic, the Council and its partners have worked to secure further accommodation for as many rough sleepers as possible. 85 people have moved on from bed and breakfast into secure tenancies or supported accommodation. Funding is being sought through the Ministry of Housing, Communities and Local Government's Next Steps in Accommodation programme and Homes England 'Move On' fund to secure further suitable properties, along with support interventions.

Work to improve the outcomes for residents discharged from hospital ceased with the outbreak of COVID-19 and the implementation of discharge requirements.

During the pandemic, a COVID-19 isolation unit of 13 beds was set up and operated from Priory House. This is now being reviewed against actual usage in conjunction with clinicians. Wider conversations are also taking place around the operational vision for the Priory House care centre and how the new build can support community resilience and improve outcomes for residents discharged from hospital.

A review is underway of the Southend Violence & Vulnerability plan with a targeted focus on prevention.

With the reopening of the town centre after its closure during the pandemic, work has begun again to achieve Purple Flag re-accreditation. The Community Safety Patrol team has been temporarily increased and provided a highly visible presence in areas such as Old Leigh.

In response to the drive towards integration of health and care services and the need for place based approaches, the South East Essex Alliance Board has been established. It brings local authorities, NHS, voluntary and third sector organisations all together. Locally, health, social care and public health professionals have been undertaking preventative work in community hubs and GP practices, as well as linking in with sheltered housing schemes, churches and children's centres.

The Council continues to work with its partners to give children and young people access to high quality care. A system wide outcomes framework is emerging and will be shared and tested with children and families in the coming months. The community paediatric transformation programme continues to develop and attract new investment. A project is also underway to collate views of how the future Emotional Wellbeing and Mental Health Service should look for children and young people.

Affordable housing has been delivered in the borough by the Housing Revenue Account (HRA) Land Review and Modern Methods of Construction projects. Completion of Phase 2 of the HRA Land Review delivered 16 affordable rented dwellings in 2019/20.

The Acquisitions Programme for 2020/21 has been agreed and work has commenced on acquiring suitable properties. The acquisition of nine properties is currently being progressed with solicitors. A number of registered provider affordable housing schemes are also being progressed, including redevelopment of the former Chalkwell Lodge in Westcliff-on-Sea.



# Outcome 1 - People in all parts of the borough feel safe and secure at all times.

**Community Safety Unit activity**

**Engagements:**

Begging / vagrancy / rough sleeping – 160 vs. 276

Street drinking – 344 vs. 187

Antisocial behaviour – 258 vs. 164

Crimes assisted – 77 vs. 112

CCTV reports leading to arrest – 120 vs. 155

Targeted patrols undertaken (YTD) – 1424 vs. 1079

at Q1 2020/21, all figures vs. Q4 2019/20

**Beach Welfare Officers**

Number completing shifts  
**Apr 0, May 39, Jun 31**

Number of hours delivered  
**Apr 0, May 141, Jun 115**

Q1 2020/21

**Residents' perceptions of safety**

**Feel safe during day – 86%**

**Feel safe after dark – 40%**

2019/20  
vs. 81% / 40% in 2018/19

**Domestic abuse incidents**

**1.8 per 1,000 population**

end Q1 2020/21  
vs. 1.7 end Q4 2019/20

**Violence against the person**

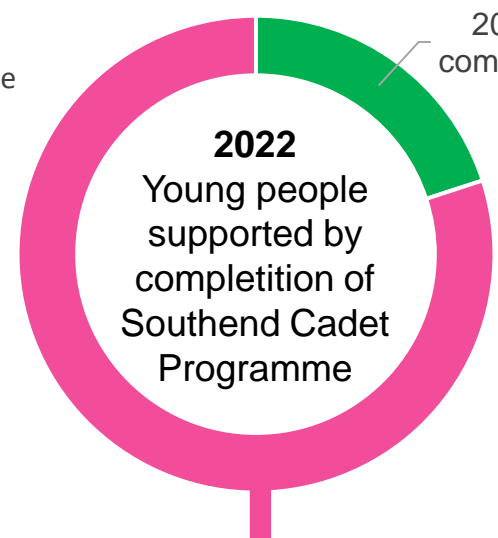
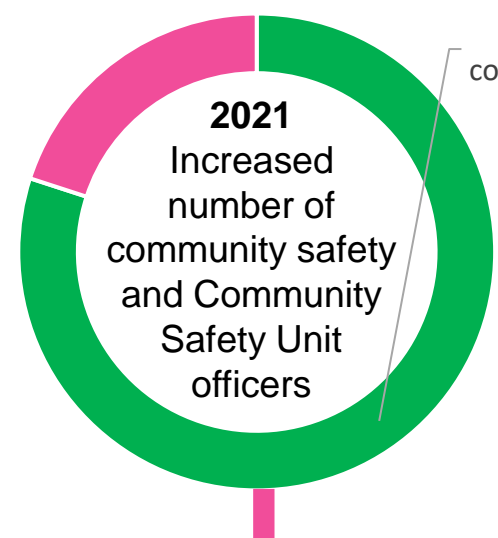
**8,317 offences**

Aug 2019-Jul 2020  
0.2% decrease vs. 2018

**Violent crime with injury rate**

**0.47 per 1,000 population**

end Q1 2020/21  
vs. 0.61 end Q4 2019/20

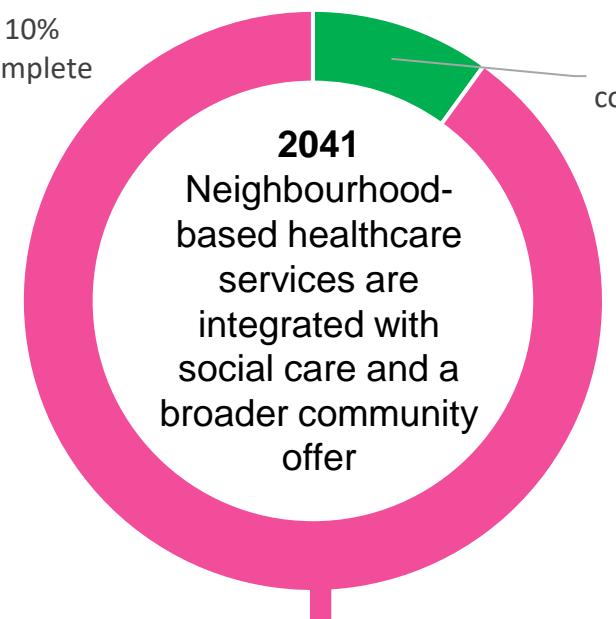
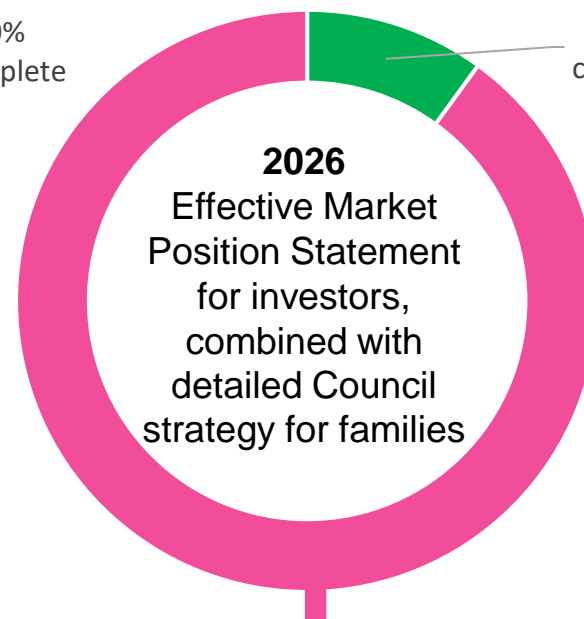
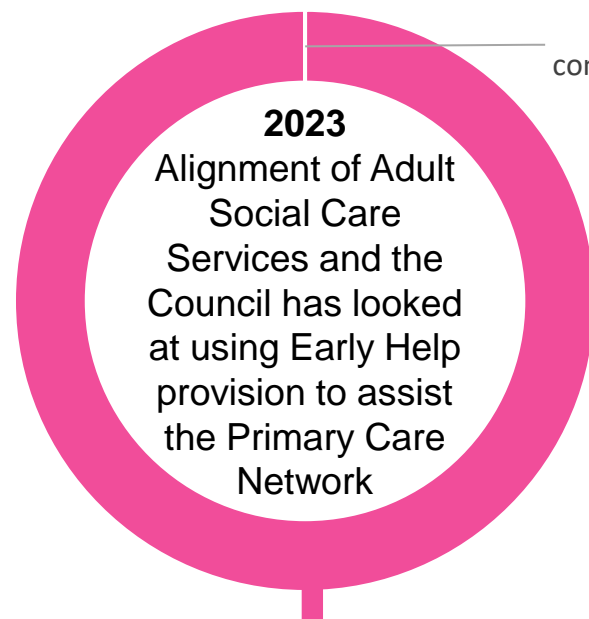
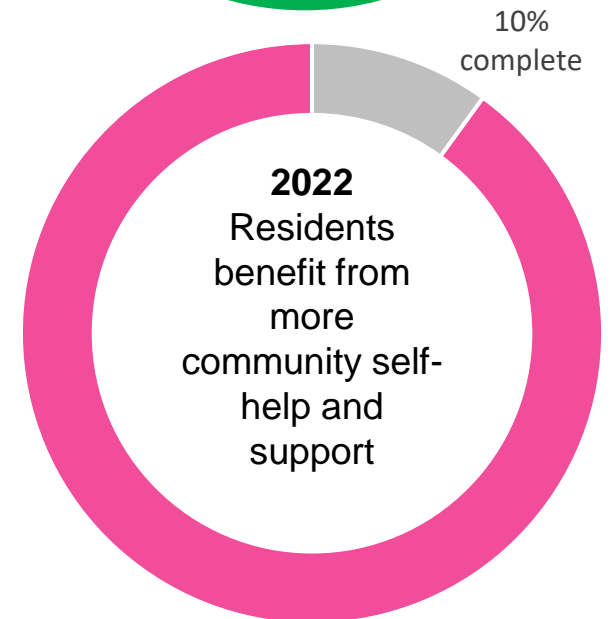
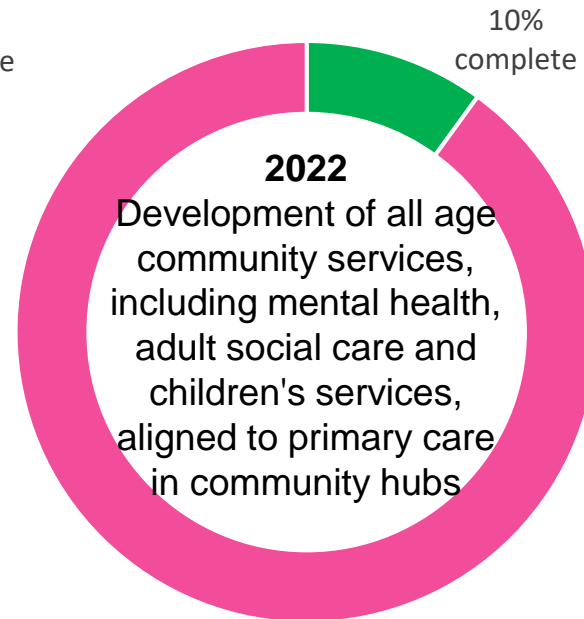
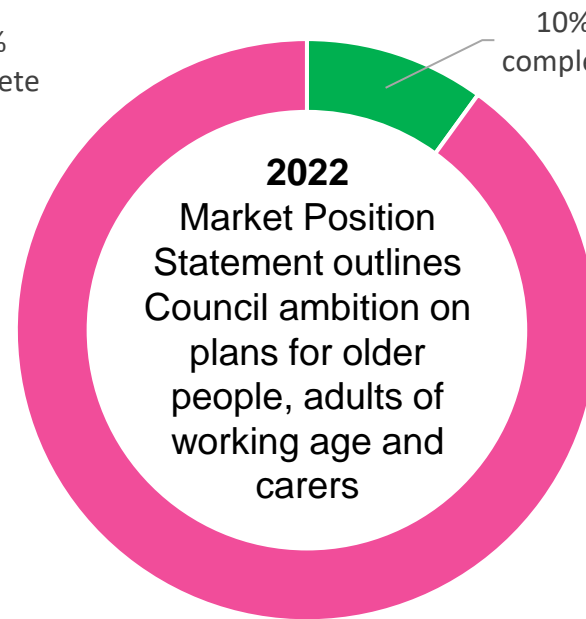
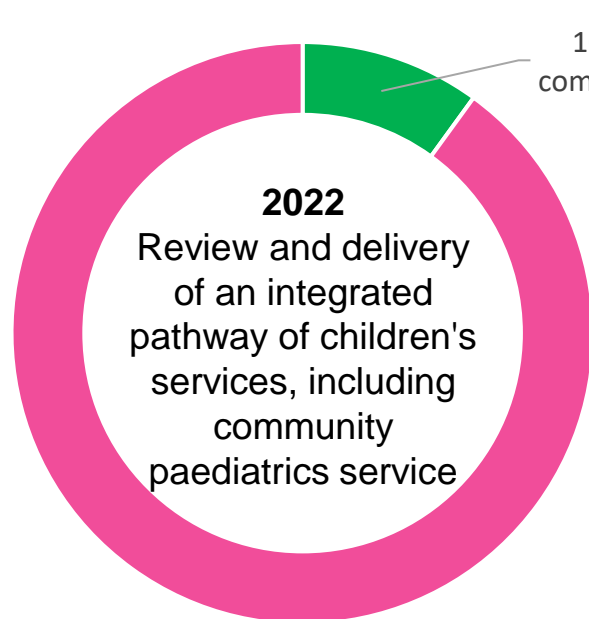
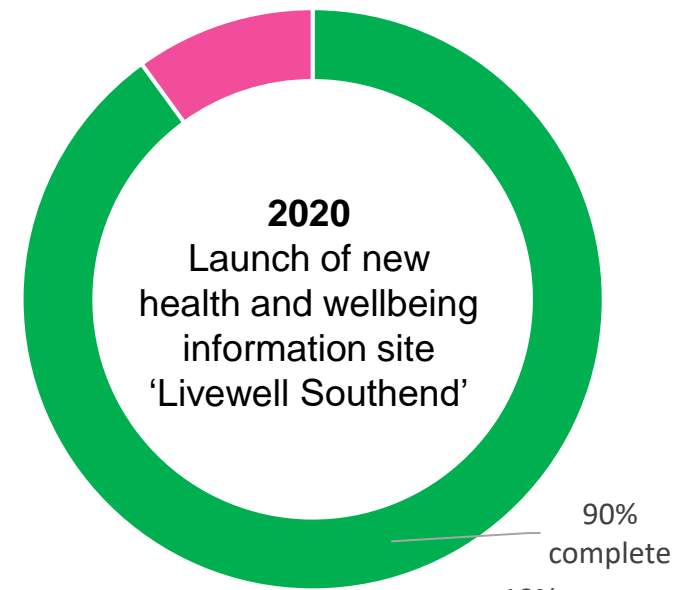






## Outcome 2 - Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

Under 75 Mortality rate from all causes (persons)  
**359 per 100,000 population**  
 vs. 330 per 100,000 population for England  
 2018





# Outcome 3 - We are well on our way to ensuring that everyone has a home that meets their needs.

**Homelessness relief - accommodation secured for at least 6 months for those being assisted under the homeless relief duty**

**45% of cases**  
vs 40% in Q4 2019/20

**Homelessness prevention - existing or alternative accommodation secured for at least 6 months for those at risk of homelessness**

**57% of cases**  
vs. 58% in Q4 2019/20

**Re-application Duty - repeat homelessness within 2 years of accepting a suitable private-rented sector offer (priority need cases owed the main duty)**

**0 cases**  
Q1 2020/21

**Number of children in temporary accommodation**

**277**  
Q1 2020/21  
vs. 288 at Q4 2019/20

**Households in temporary accommodation**

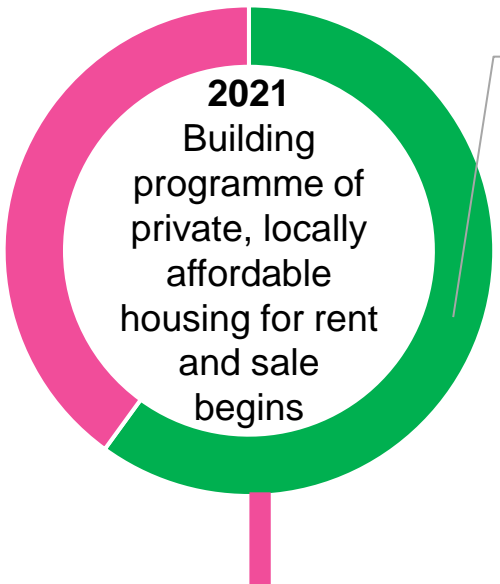
**3.65 per 1000/households**  
**285 households**  
Q1 2020/21  
vs. 3.69 / 288 at Q4 2019/20

**Number of new build affordable housing units delivered in the borough by the council and Registered Housing Providers**

**On hold due to COVID-19**  
during Q1 2020/21

**Housing Delivery Test result**

**52%**  
2018/19  
vs. 49% in 2017/18





## Outcome 4 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community (cont. over page)

Proportion of concluded section 42 enquiries (safeguarding investigations) with a risk identified and an outcome of either Risk Reduced or Risk Removed

**87.7%**

Q1 2020/21 mean  
vs. 91.17 Q4 2019/20

Proportion of those that received short-term service during the year where sequel was either no ongoing support or support of a lower level

**55%**

at June 2020  
vs. 57.4% June 2019

Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services

**79.7%**

Q1 2020/21  
vs. 73.5% Q4 2019/20

Proportion of adults with learning disabilities who live in their own home or with their family

**87.1%**

Q1 2020/21 mean  
vs. 87.1% Q4 2019/20

Proportion of adults in contact with secondary mental health services who live independently with or without support

**59.5%**

Q1 2020/21 mean  
vs. 69.73% Q4 2019/20

Proportion of clients whose Initial Contact start date to completed date is less than or equal to 2 working days

**94.8%**

Q1 2020/21 mean  
vs. 89.3% Q4 2019/20

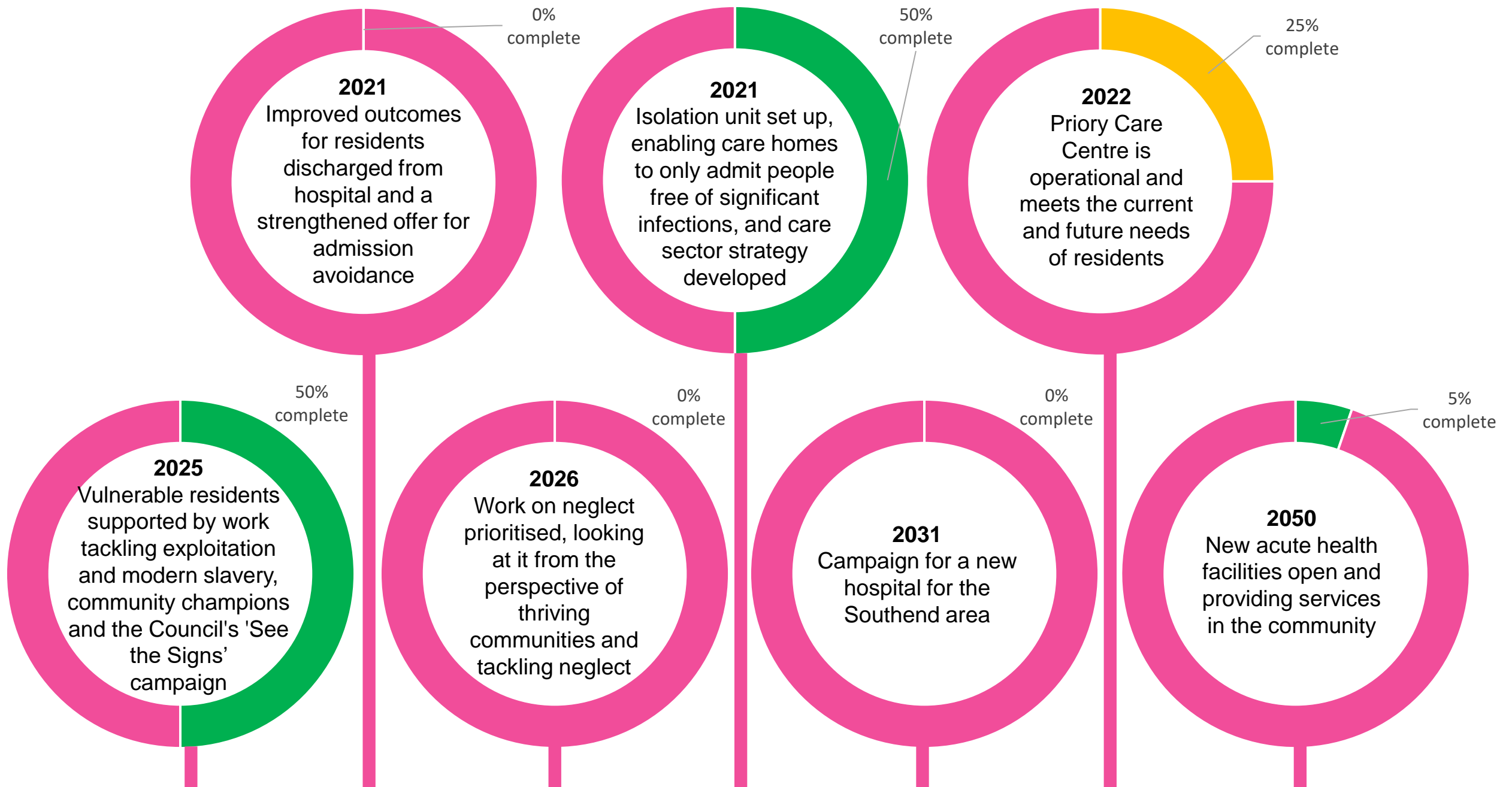
Rate of permanent admissions into residential / nursing care, per 100,000 population (65+)

**126.3**

at June 2020  
vs. 171 at June 2019

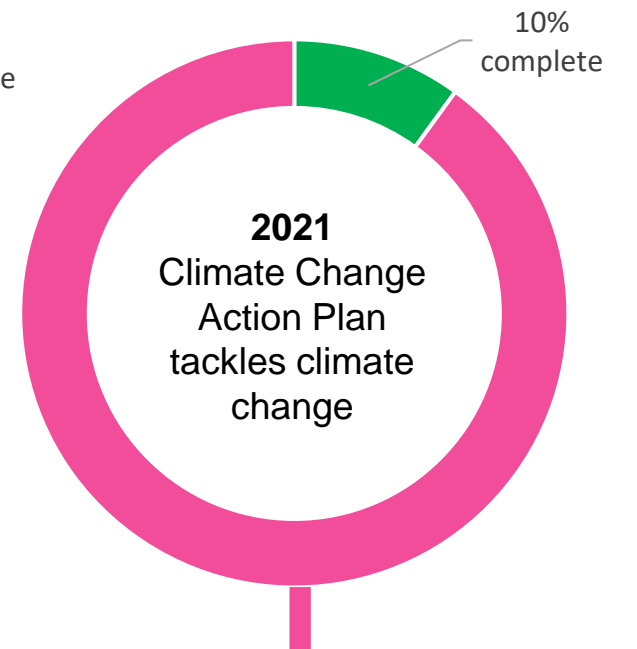
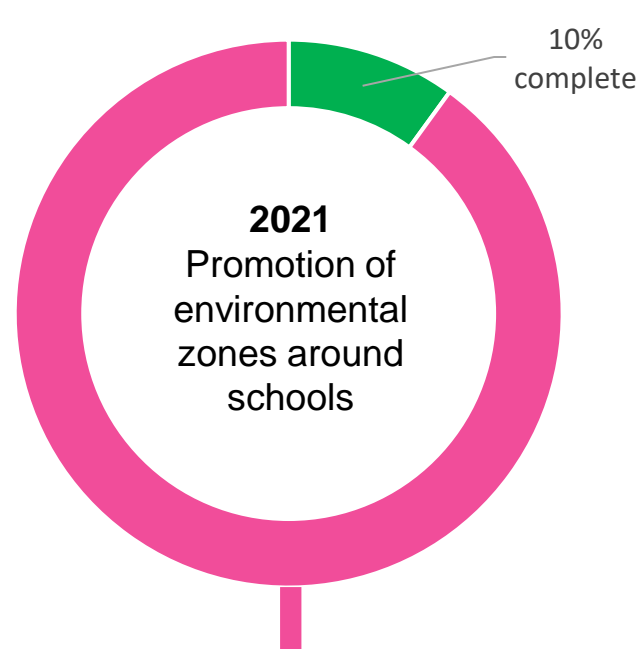
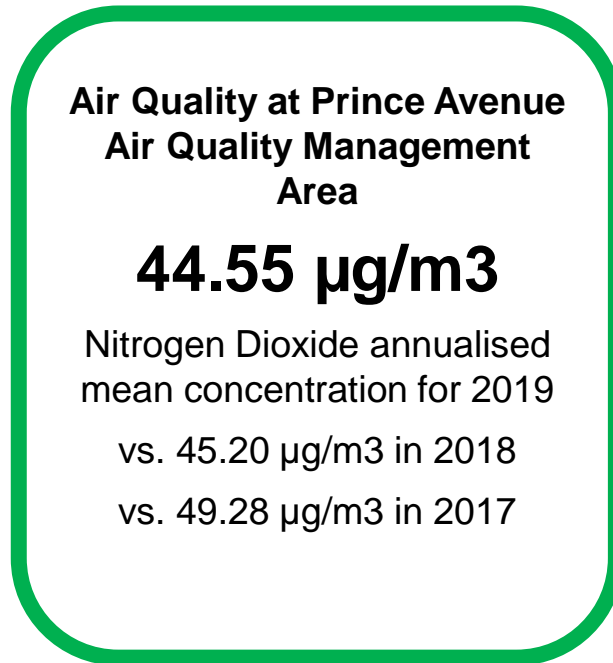
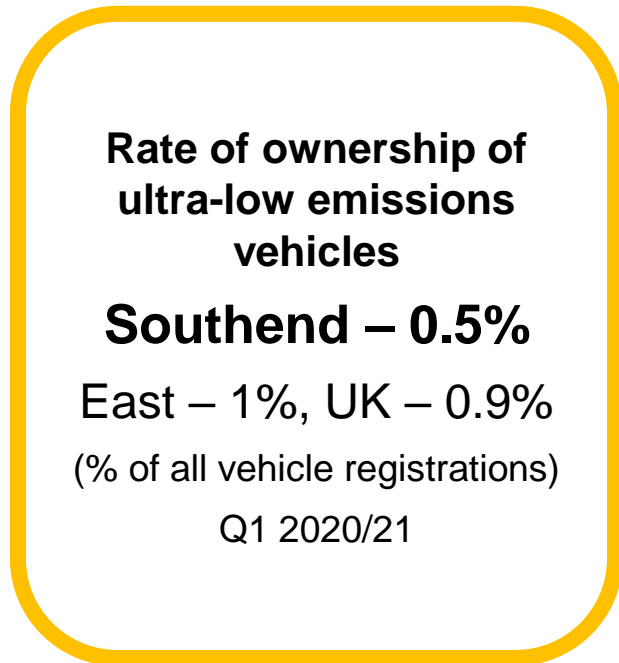


# (cont.) Outcome 4 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.





## Outcome 5 - We act as a Green City with examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

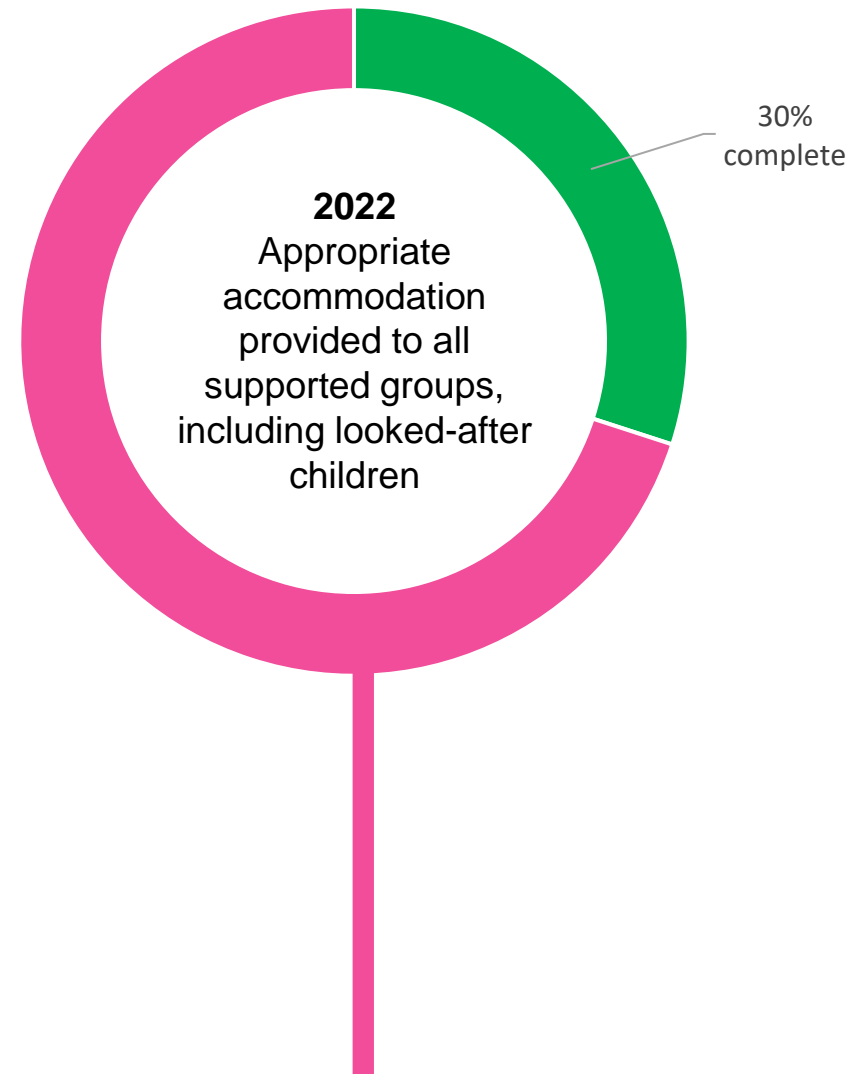




## Outcome 6 - Residents feel safe and secure in their homes.

**No specific Outcome Success Measures identified for this outcome.**

- Outcome success measures used for Safe & Well outcomes 1 – 5 describe progress and success with this outcome.







## Active & Involved Quarter 1 2020/21 Summary

By 2050 we have a thriving, active and involved community that feel invested in our city.

Organisations from the voluntary sector have provided a huge amount of support to the Council and our community during lockdown. They have shared resources to enable Southend Coronavirus Action, assisted our community in accessing funds and supported delivery of the Good Neighbours project. Southend Association of Voluntary Services (SAVS) is leading on the community engagement and communications element of the NHS Test and Trace service.

Additional funding has been provided to the Southend Emergency Fund by the Council and National Lottery to support community sector organisations helping residents through lockdown. Information about specific community initiatives is available on the platform 'Your say Southend', which had its soft launch in June 2020.

Council and community sector leaders have come together to discuss key issues such as Black Lives Matter and how to adapt engagement and consultation under Coronavirus restrictions. Discussions have taken place with Chinese community representatives about social action and community cohesion.

Faith-based groups have also supported the COVID-19 response. The Salvation Army has supported families with children who have been affected by lockdown and local faith leaders have created the Good Grief project for those bereaved.

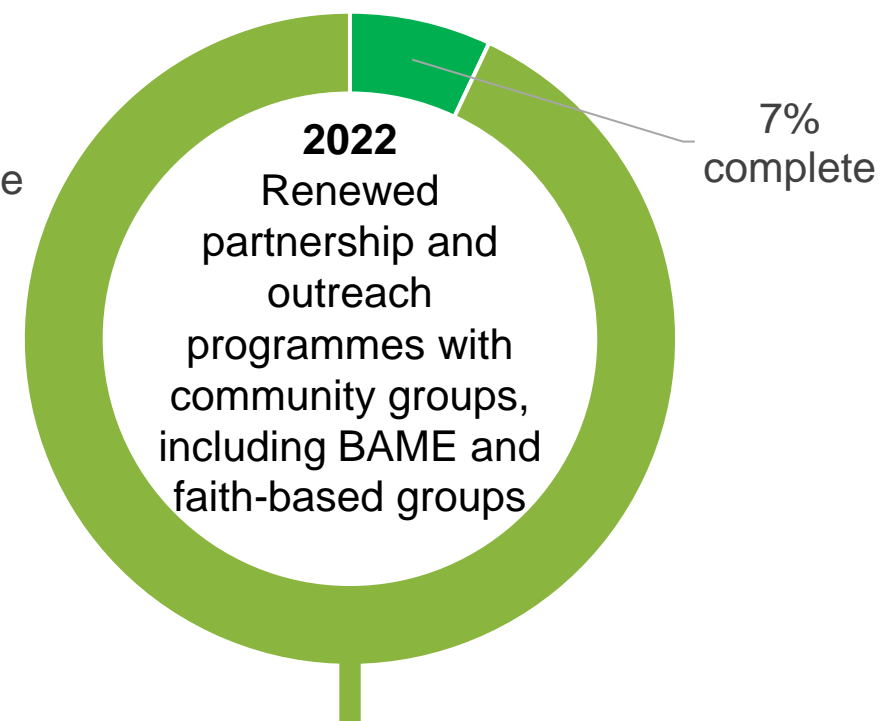
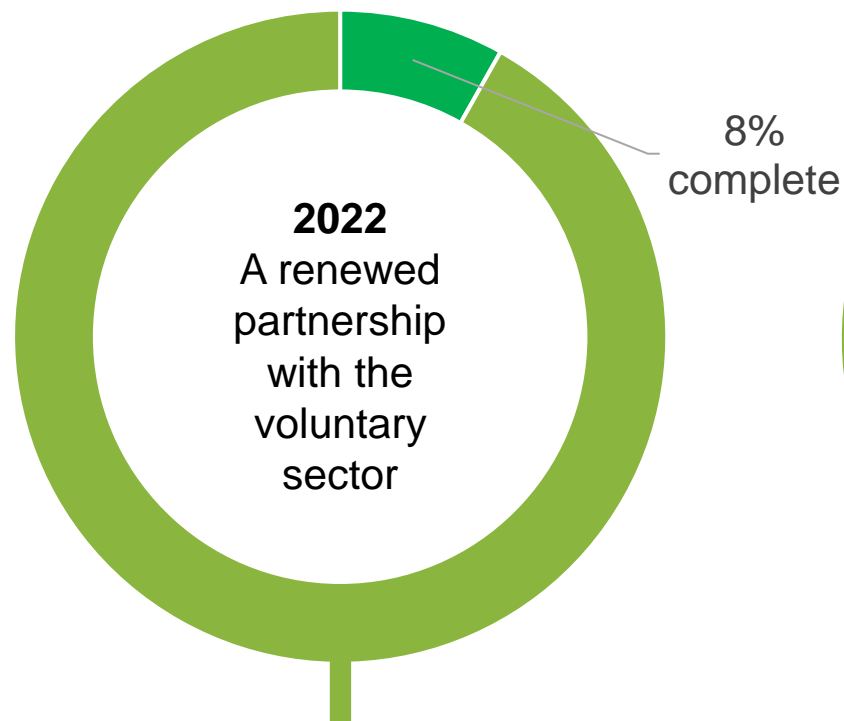
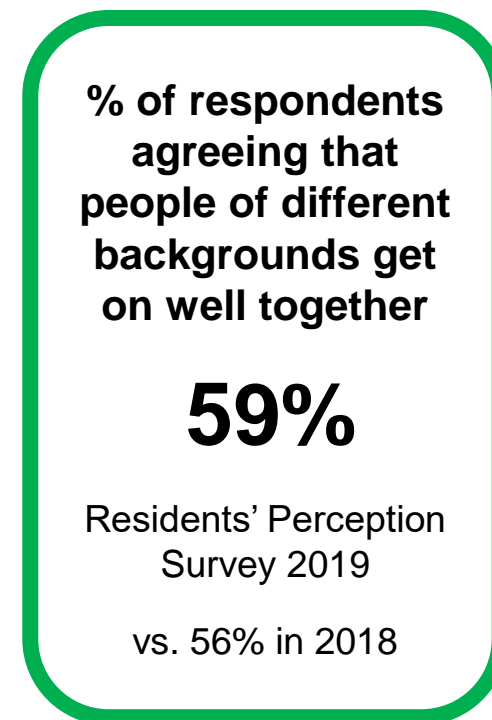
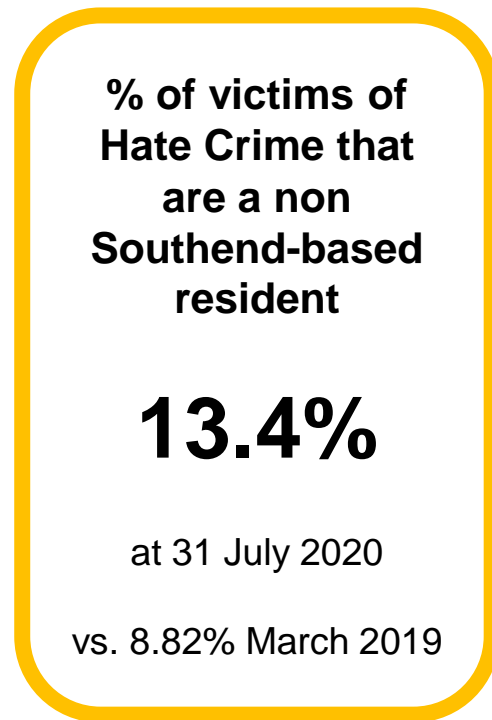
A lot of plans have had to be put on hold because of COVID-19. This includes physical activity interventions. The Council has worked closely with Public Health England and Everyone Health to promote physical activity opportunities with health professionals. A range of Active Southend projects have been delivered and the establishment of a closer working relationship with Active Essex has led to the funding of physical activity projects. The Council continues to run campaigns to promote physical activity opportunities.

Arrangements to reopen the leisure centres in Southend-on-Sea have been actioned in partnership with Fusion Lifestyle. Southend Leisure and Tennis Centre will reopen on 1 September for health and fitness and 4 September for swimming. The Council will continue to pursue an assets-based approach to increasing health and physical activity, for example, using sheltered housing and the Job Centre Plus to deliver interventions.

Monitoring of new residential developments completed in 2019 and 2020, which is taking place in August and September 2020, will include reporting on provision of public and private amenity space. Open space surveys are also being undertaken to identify for improvements the residential areas with the poorest access to open space. Mapping of the borough's cycle network is also underway.



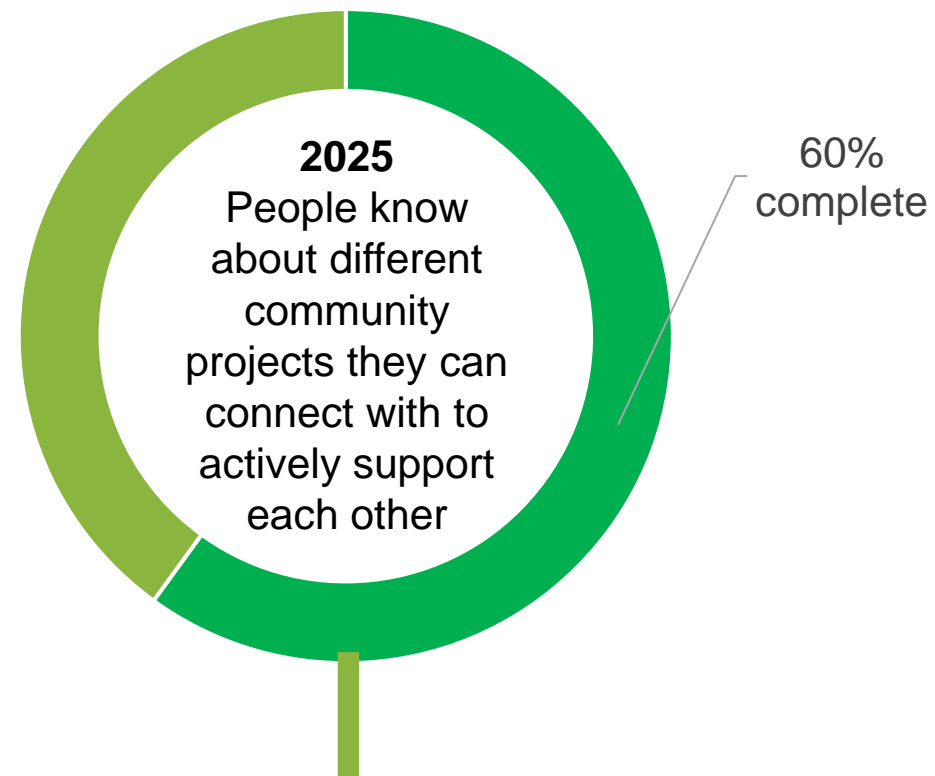
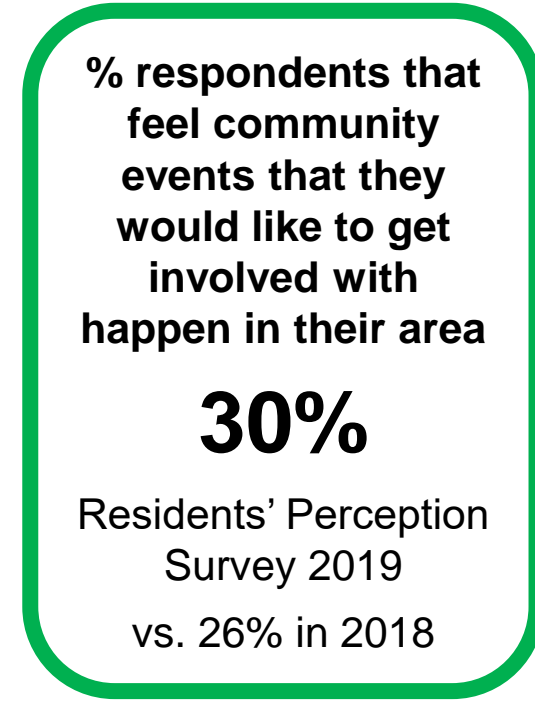
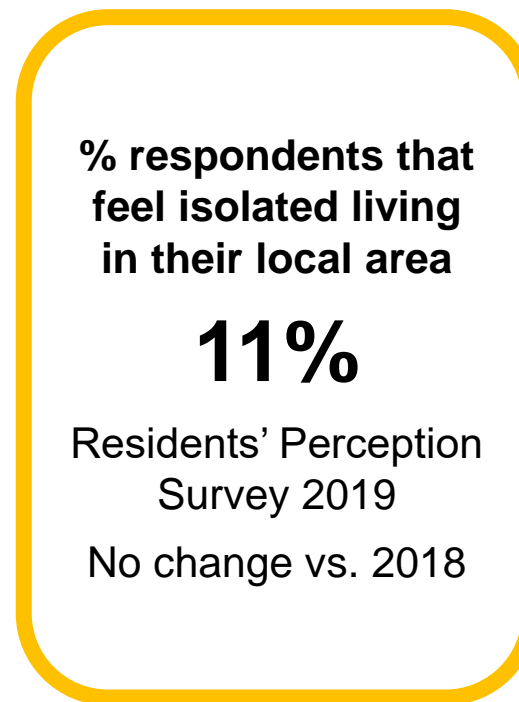
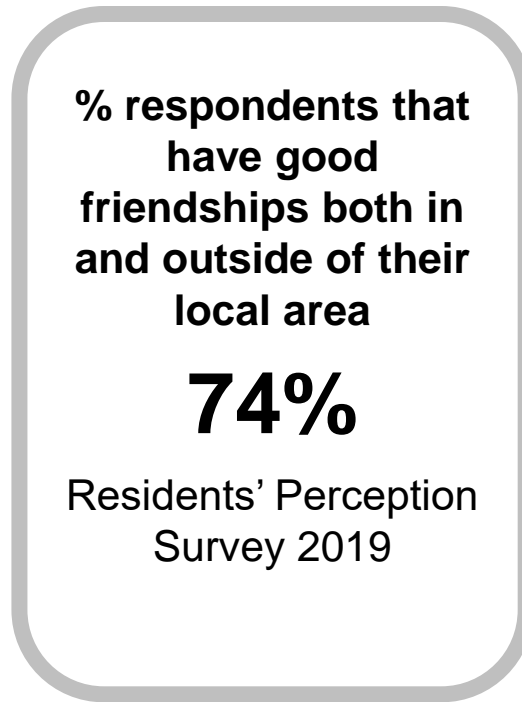
# Outcome 1 - Even more Southenders agree that people from different backgrounds are valued and get on well together.







## Outcome 2 - Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.





## Outcome 3 - Residents are routinely involved in the design and delivery of services.

Number of A Better Start  
Parent Champions

**56 trained**

**39 active**

Q1 2020/21

vs. 52 / 35 Q4 2019/20

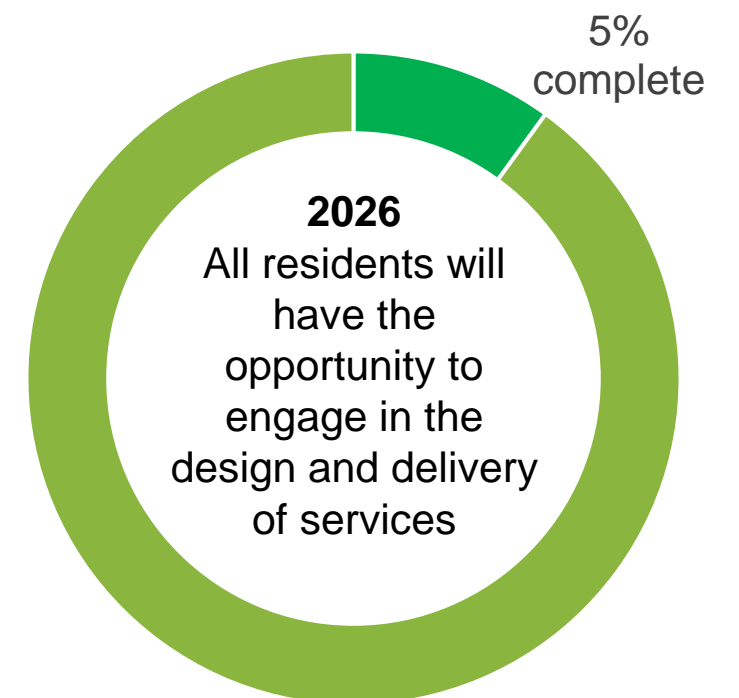
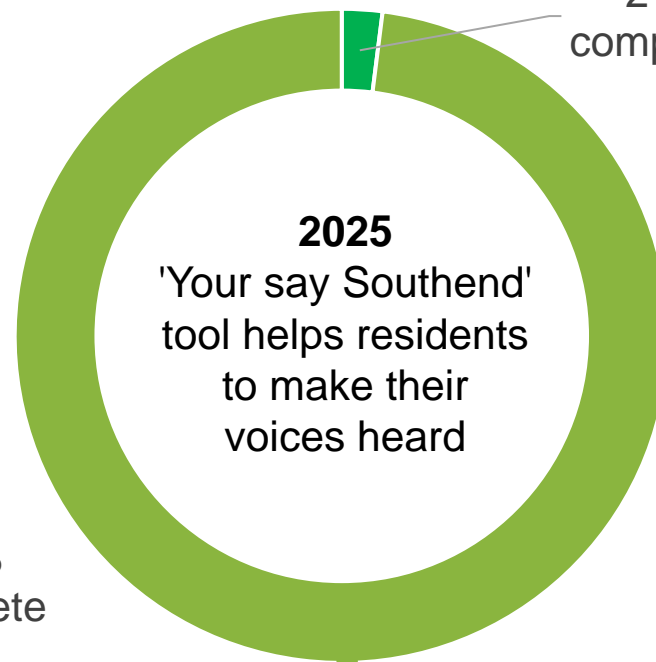
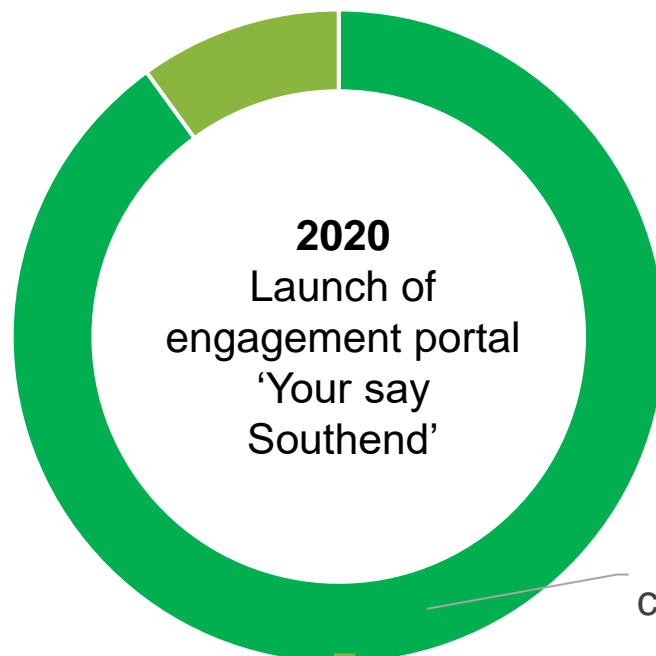
Number of A Better Start  
Parent Ambassadors

**23 trained**

**10 active**

Q1 2020/21

vs. 16 / 6 Q4 2019/20

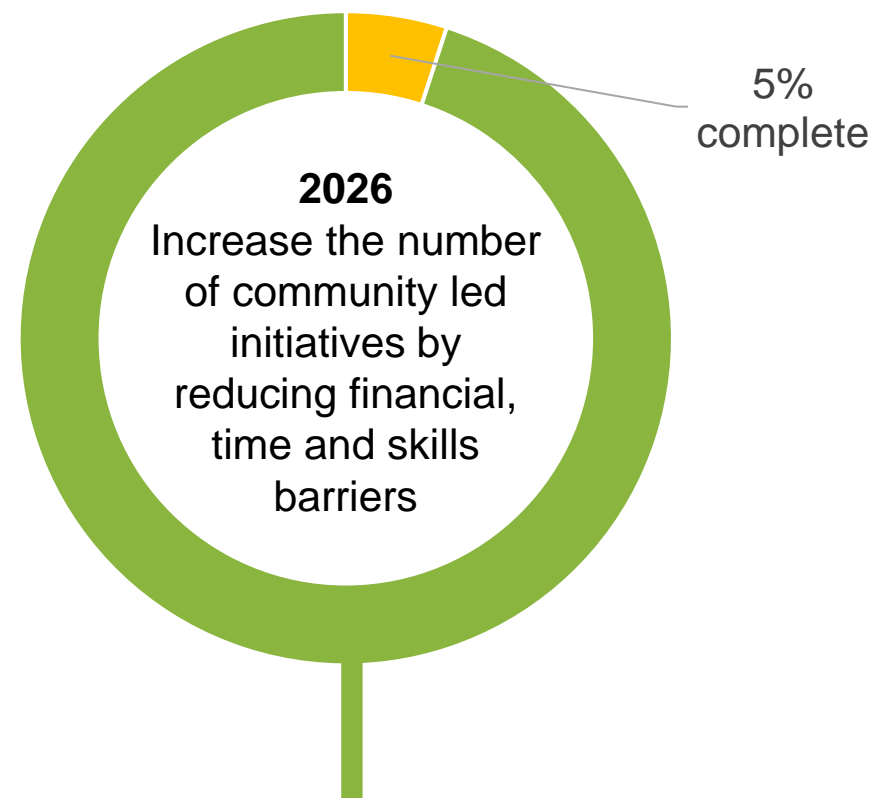




## Outcome 4 - A range of initiatives to help increase the capacity for communities to come together to enhance their neighbourhood and environment.

### Outcome Success Measures require further development

- Analysis of Your say Southend metrics on its central repository of support material for community groups, events, etc.
  - Analysis of volunteering data across the council





## Outcome 5 - More people have physically active lifestyles, including through the use of open spaces.

The following activities have been affected by the COVID-19 pandemic and therefore data for Q1 2020/21 is not available:

- Number of people attending the 36-week strength and balance programme
- Number of physically inactive adults completing a physical activity course
- Number of people completing the Back to Wellness programme
- Number of people completing 12 weeks of the exercise referral programme

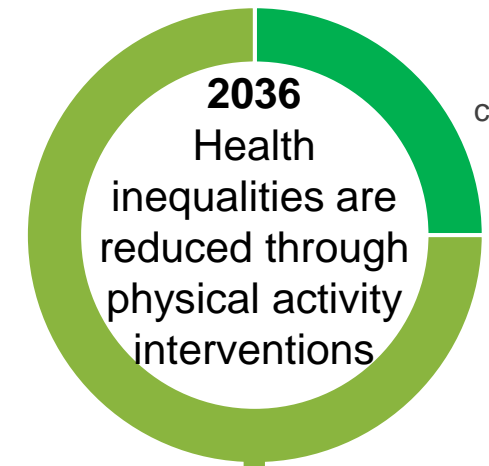
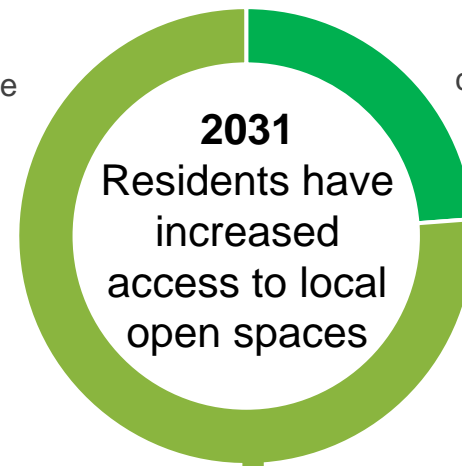
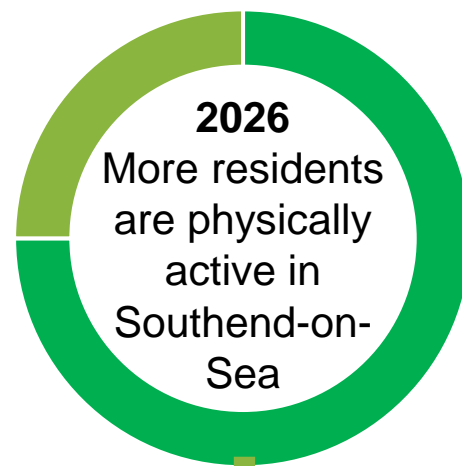
Number of schools signed up for the Daily Mile programme or equivalent

29

Q3 2019/20

Annual target: 28

2020/21 data will be reported in March 2021





## Opportunity & Prosperity Quarter 1 2020/21 Summary

By 2050 we have a thriving, active and involved community that feel invested in our city.

Throughout the COVID-19 response and recovery the safety of our residents and visitors has remained paramount. Much work has been done by the Council on this, so too on the enablement of footfall cameras to support projects and encourage new businesses to the town. Plans to expand the Focal Point Gallery and South Essex College have been put on hold.

TOMA (The Other MA) and The Old Waterworks have been awarded £15,000 by Creative Estuary - a partnership of public sector and cultural organisations from across Essex and Kent - to launch 'Precarious straits ~ survival on Southend's new coast, Southend-under-Sea'.

The first commercial build at Airport Business Park Southend has been handed over to plane seating firm Ipeco. Planning permission has been secured for the new innovation hub 'The Launchpad'. The build tender process is underway, with a view to start on site January 2021. A planning application has been received by Rochford District Council for the speculative small unit scheme.

The Seaway development planning application is subject to an appeal. The outcome of this is expected end of 2020.

The contract with Family Action to continue to run children's centres in the borough has been extended.

Despite OFSTED pausing the school inspection process, officers continue to monitor and support schools who are either due an inspection or deemed to be at risk.

Efforts to narrow the gap between disadvantaged pupils and their peers have been hindered by school closures. It will be addressed in collaboration with all schools in the new academic year. Work continues with the adult college to make provision for vulnerable students.

The next round of applications for the borough's grammar schools has been delayed. This is to allow pupils to return to school in September and re-engage with their learning. The Council continues to encourage Southend families to consider applying for a place if it is appropriate.

The Council has run four events this year to encourage young people to embark on apprenticeships and pursue locally available career pathways. The number of apprenticeships has reduced during the pandemic.

The Council remains committed to achieving financial independence and sustainability. The Council's new 'Getting to Know Your Business' programme, launched in 2020/21, is a key initiative to understand the status, challenges and opportunities for all services. It is being complemented by extensive support arrangements for all Council business leaders to make sure we continue to strive for better value for money and effectively target our resources to deliver the best outcomes for residents.

With regards to becoming a living wage employer, the Council has created a full contracts register. The Council will be assessing suppliers on paying the Real Living Wage. New contract applicants will be asked for this information at tender stage.



# Outcome 1 - The Local Plan is setting an exciting planning framework for the borough.

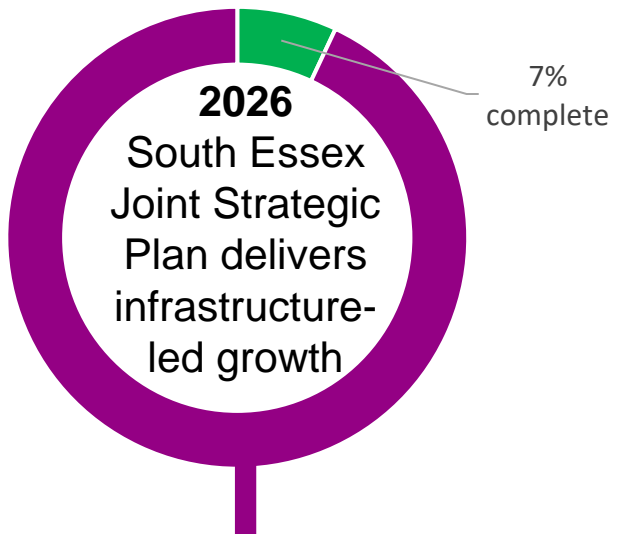
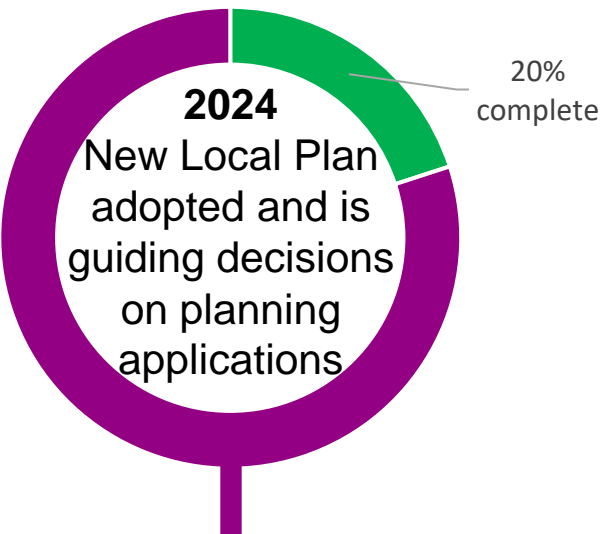
**Number of planning applications submitted**  
**462**  
 Q1 2020/21  
 vs. 558 Q1 2019/20

**Success of appeals**  
**80%**  
 Q1 2020/21  
 vs. 77% Q4 2019/20

**Analysis of the determination timescales of Major, Minor and Other planning applications**  
**Major – 100%**  
 vs. 100% Q4 2019/20  
**Minor – 99.69%**  
 vs. 98.63% Q4 2019/20  
**Other- 99.18%**  
 vs. 99.55% Q4 2019/20  
 Q1 2020/21

**Net dwellings provided by the Local Plan**  
 Data available Sep 2020

**Net jobs provided by the Local Plan**  
 Data available Sep 2020







## Outcome 2 - We have a fast-evolving re-imagined and thriving town centre, with an inviting mix of shops, homes, and culture and leisure opportunities.

High street occupancy (BID area only)

**82.1%**

Q1 2020/21  
vs. 83.3% Q4 2019/20

Number of people receiving Universal Credit

**19,273**

In work – 6,743  
Out of work – 12,528  
DWP, Jun 2020

Number of empty units in the High Street

Data unavailable due to COVID-19  
Q1 2020/21  
vs. 82 in Q4 2019/20

Number of business births (annual cumulative)

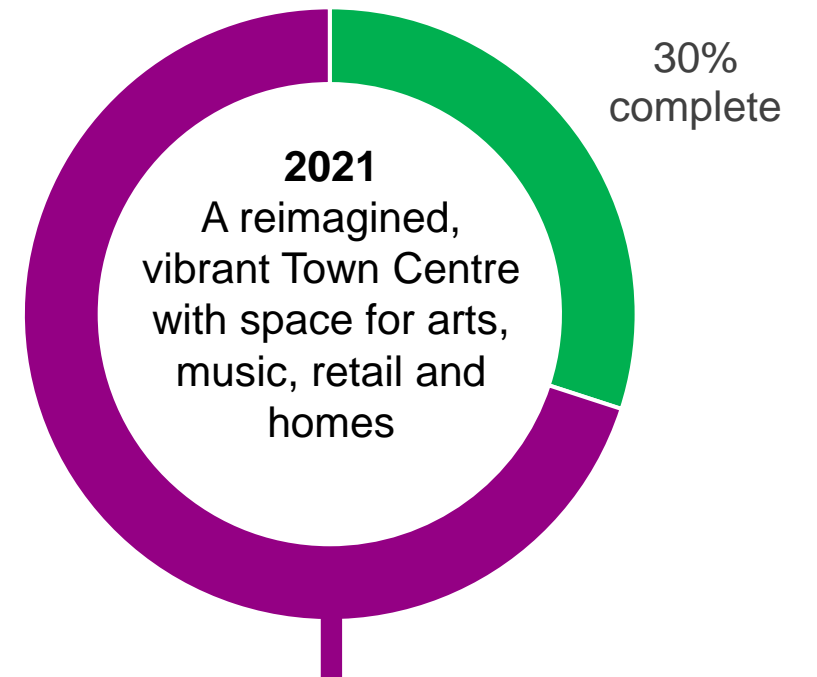
**995**

2018/19  
vs. 1035 in 2017/18

Number of business deaths (annual cumulative)

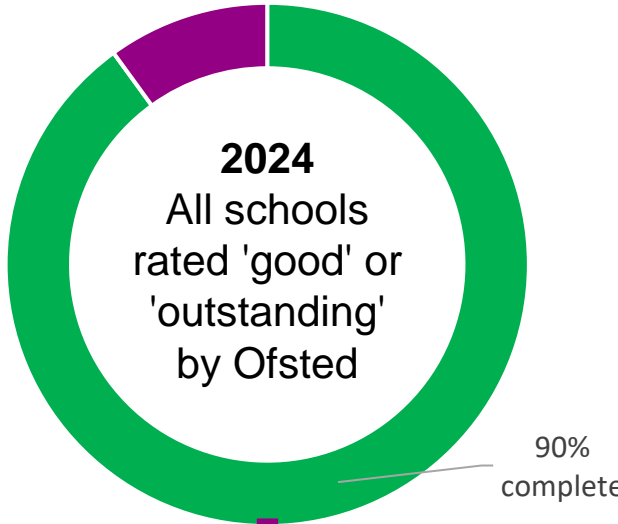
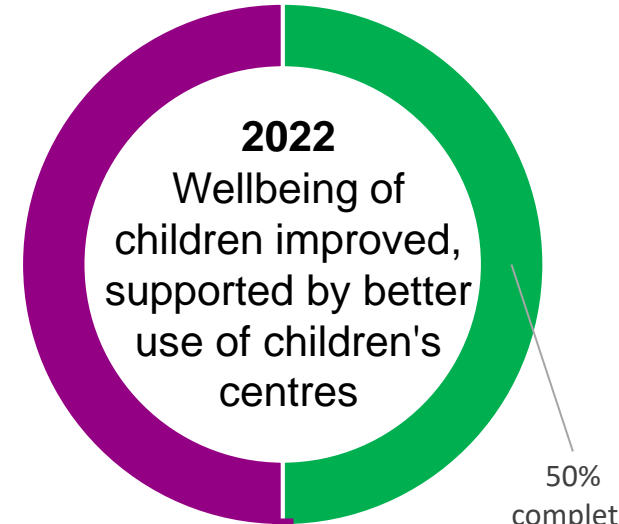
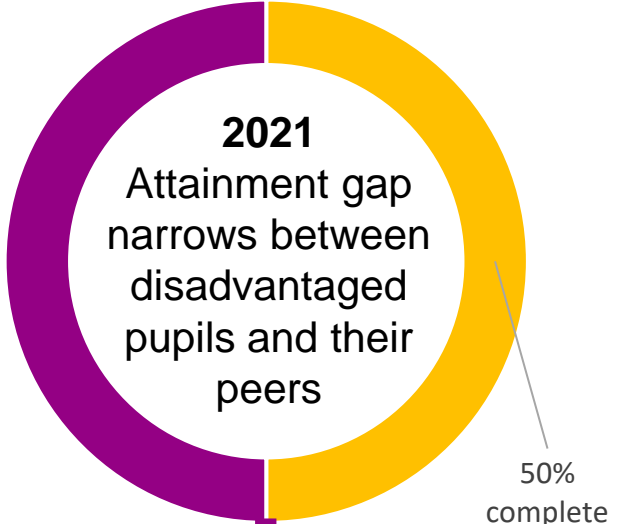
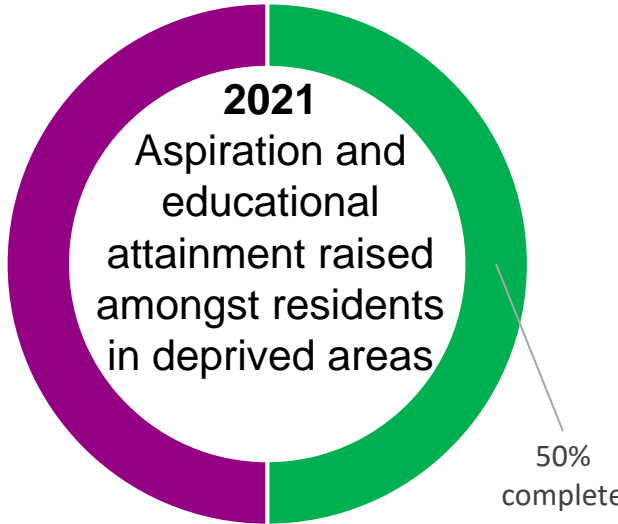
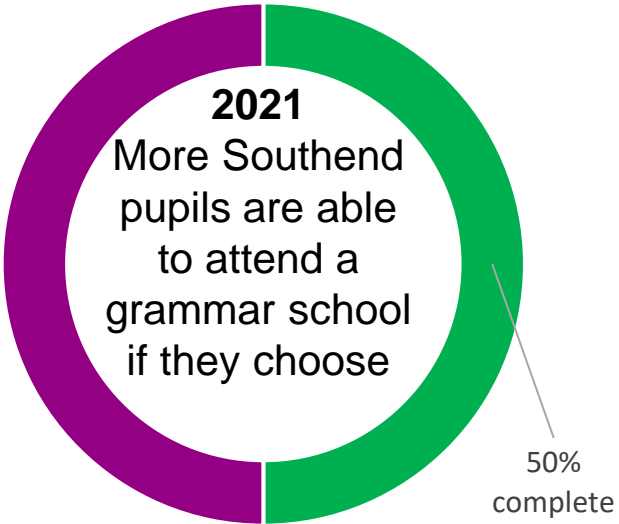
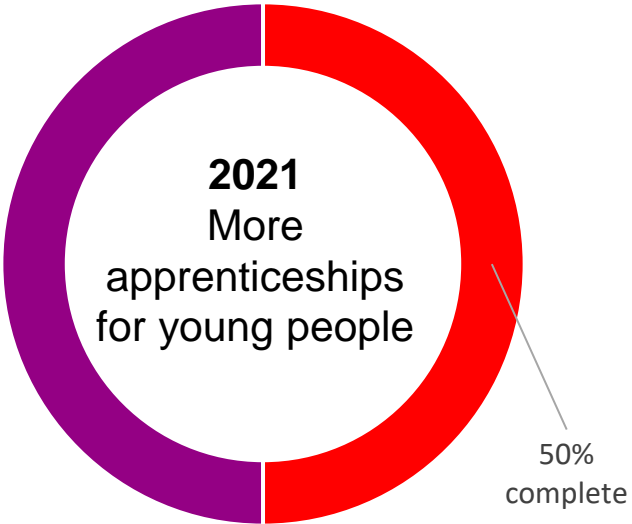
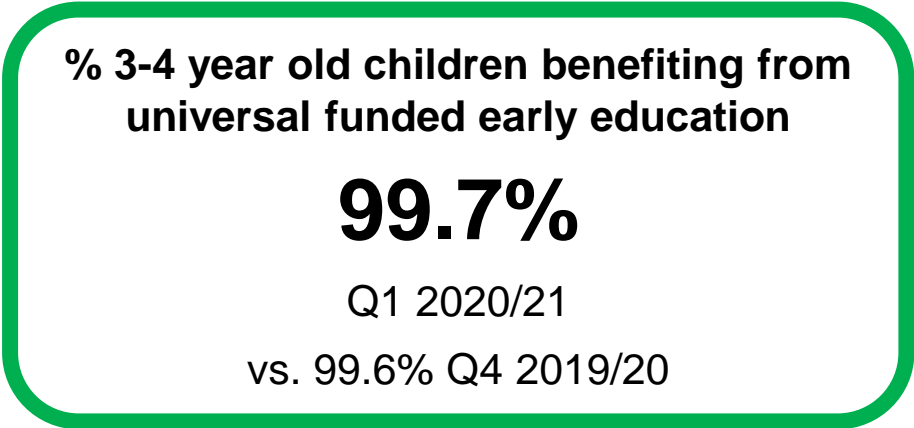
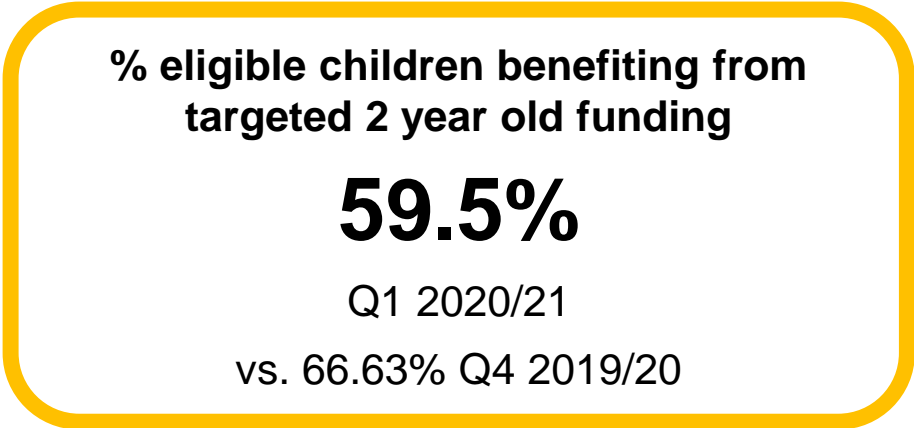
**1,010**

2018/19  
vs. 1,150 in 2017/18





# Outcome 3 - Our children are school and life ready and young people are ready for further education, training or employment.

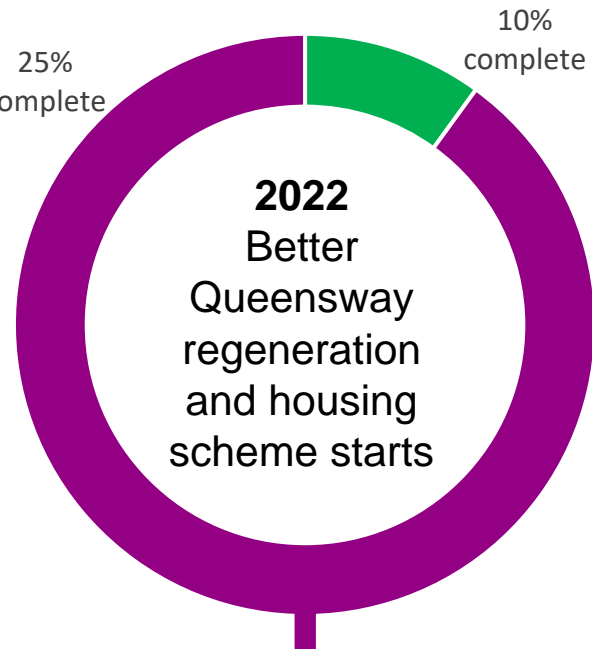
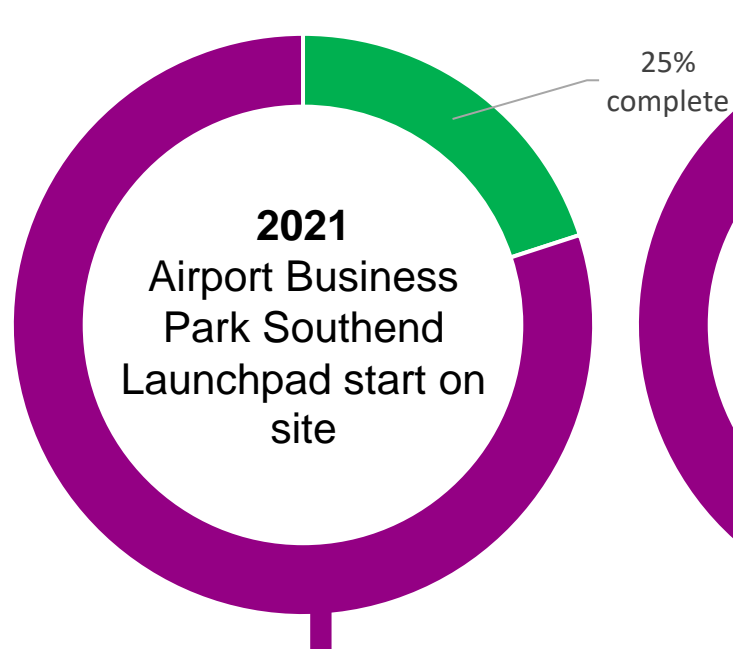
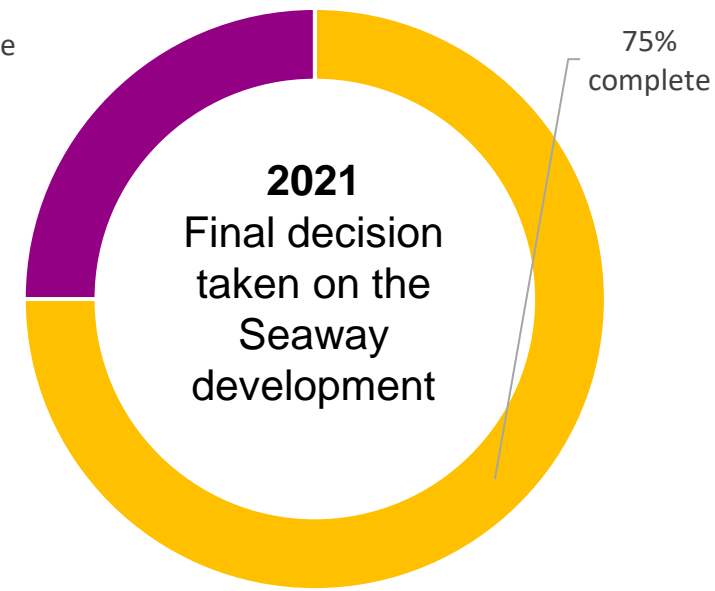
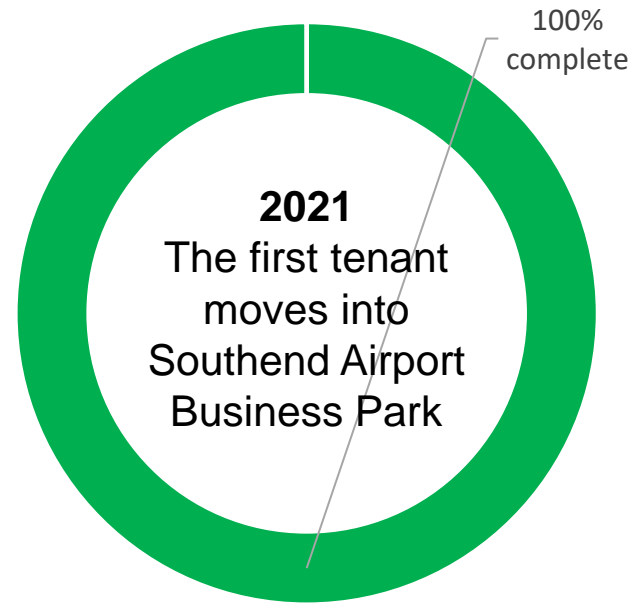
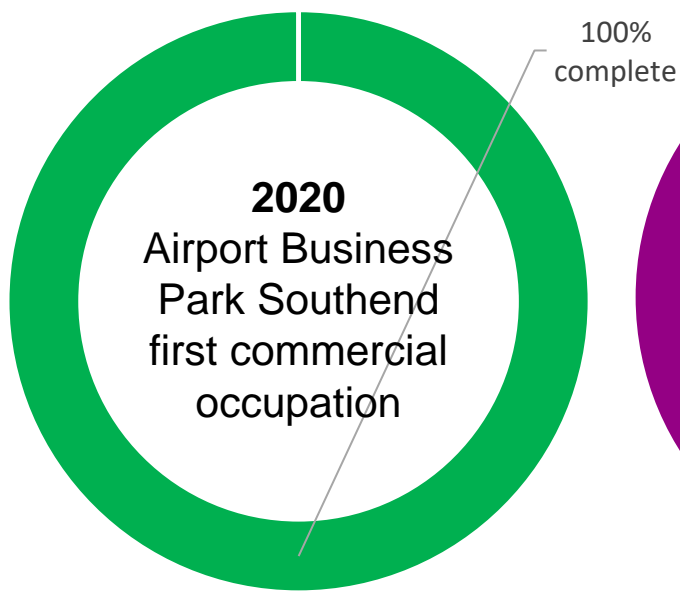
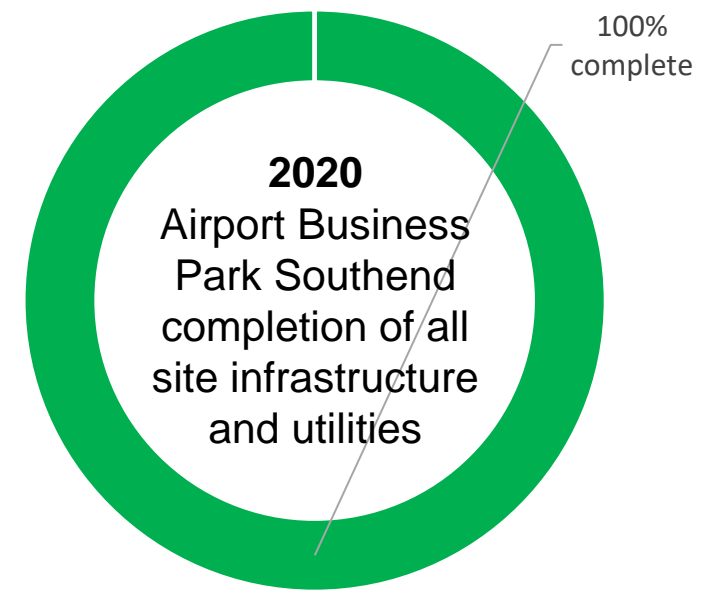






# Outcome 4 - Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.

Outcome Success Measures require further development





# Outcome 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.

**Number of visitors to the Focal Point gallery**  
**Venue was closed due to COVID-19**  
Q1 2020/21 (Apr, May, Jun)

**Number of visitors to the Beecroft art gallery**  
**Venue was closed due to COVID-19**  
Q1 2020/21 (Apr, May, Jun)

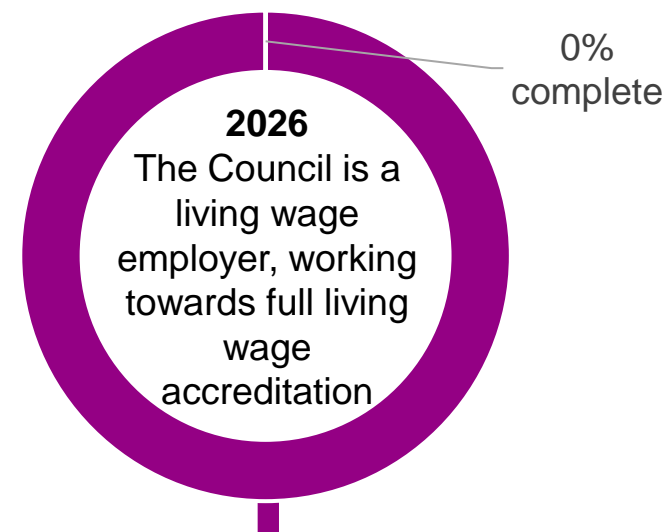
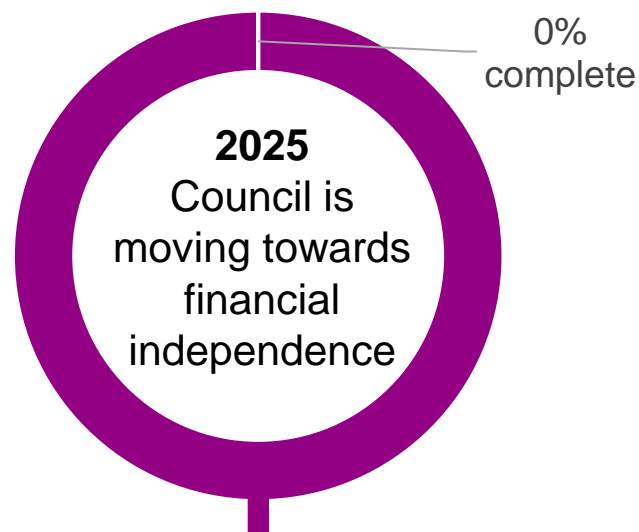
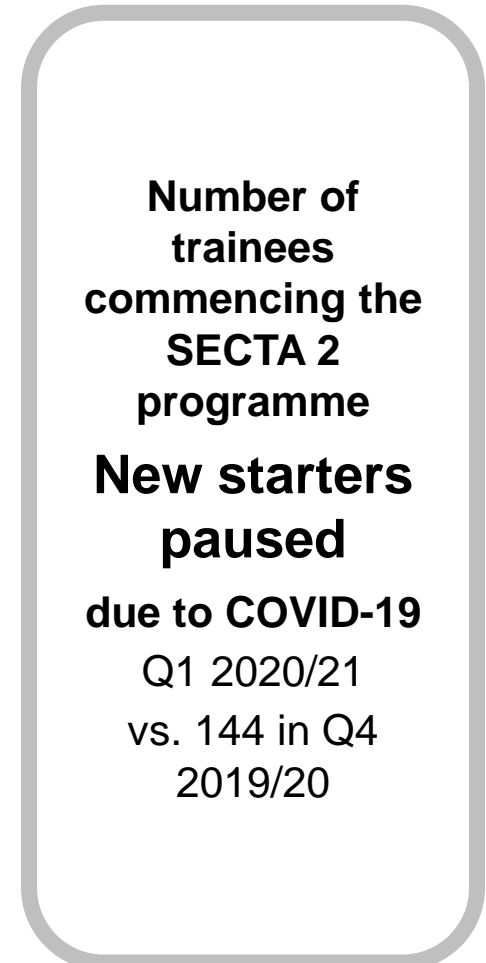
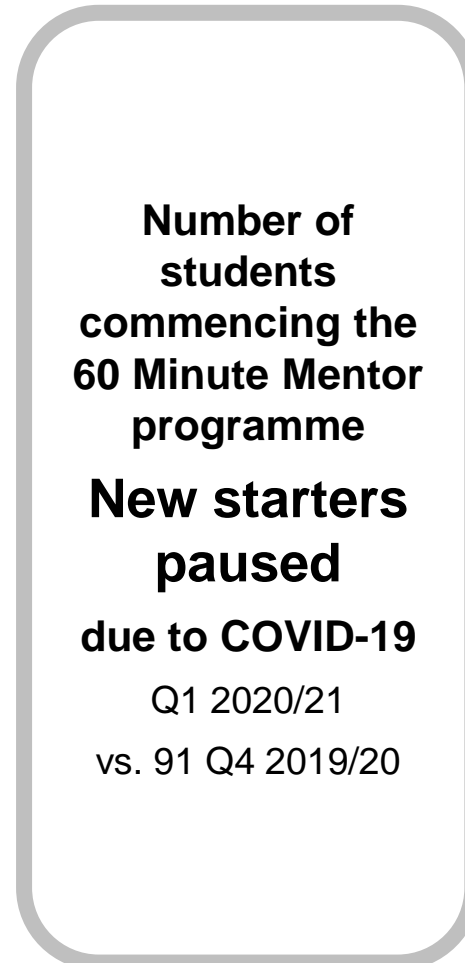
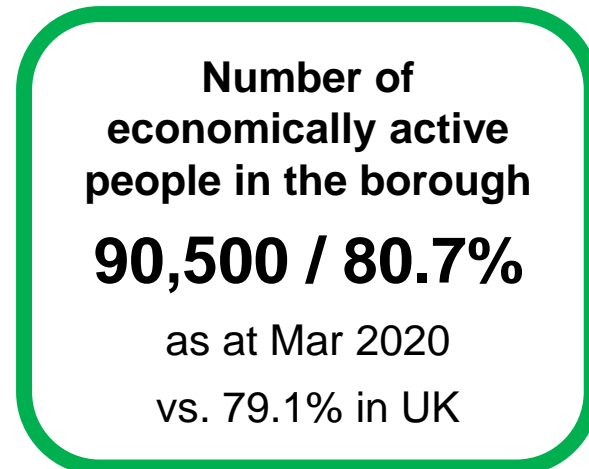
**Number of business births (annual cumulative)**  
**995**  
2018/19  
vs. 1035 in 2017/18

**Number of business deaths (annual cumulative)**  
**1,010**  
2018/19  
vs. 1,150 in 2017/18





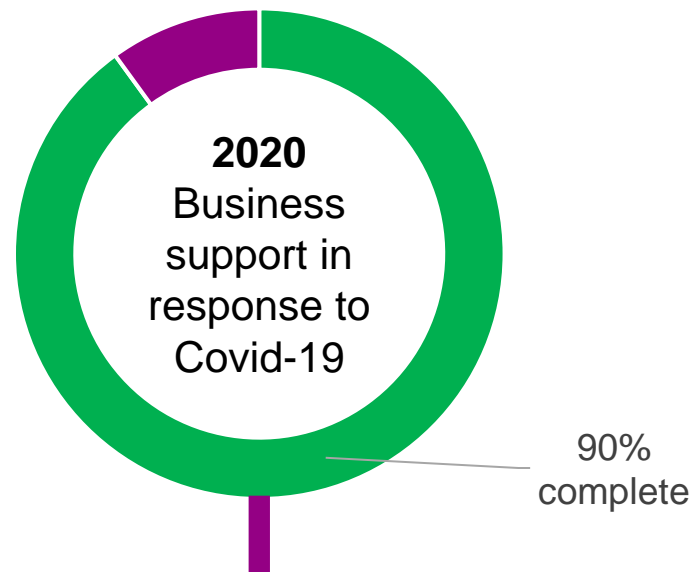
## Outcome 6 - Southend provides fulfilling careers for our citizens, and enough job roles to match the needs of the population.





**Outcome 7 - 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.**

**Outcome Success Measures require further development**





## Connected & Smart Quarter 1 2020/21 Summary

By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

The Southend Travel Centre has been risk assessed by the Council in relation to COVID-19 and mitigation measures put in place so it can still be in operation. Following the continuation of preliminary works during Q1, work on The Bell junction will start on 1 September. Pre-contract works (e.g. amending the traffic lights ahead of the official start) are currently under way.

Active travel initiative ForwardMotion continues to work with individuals and organisations across south Essex to encourage people to change their travel habits. Funding for walking and cycling infrastructure improvements is available through the Department for Transport's emergency active travel fund allocation. The Council is currently looking at options for active travel enhancements within the borough.

An annual programme for improving roads and pavements has been developed and approved for 2020/21. There has also been an agreement in principle for a borough-wide permit to support short stay parking, with an expected delivery for April 2021.

Engagement around the vision for the Interim Transport Strategy for Southend-on-Sea is being carried out on the Your say Southend platform. The interim strategy will guide local transport decision making.

COVID-19 has delayed the new Priory House care centre build. The new operational opening will now be June 2021. Regular conversations are taking place with key partners, including the NHS and Southend Care, to ensure an integrated approach.

Initial planning has been completed for the Smart City technology foundation, with detailed timelines for the first twelve months now set out. The Council has also been engaging with Worklife with a view to developing materials to increase digital literacy in Southend-on-Sea.

The Council has completed planning for the provision of more remote working tools for Council employees. Procurement of new laptops to replace Windows 7 devices is in progress. Initial planning to map out the collaborative technology tools required for Council employees to be able to share information has been completed. Research is also being carried out on the Internet of Things and the opportunities it will offer in terms of being able to share information and generate new revenue streams for the Council and entrepreneurs.

The Council is planning to carry out upgrades to key systems, which will enable the roll out of more Council services online to residents.



# Outcome 1 - 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.

**% people with a disability who found it easy to get around the borough**

**63%**

NHT Survey 2018/19  
vs. 67% 2017/18

**% people without a car who found it easy to get around the borough**

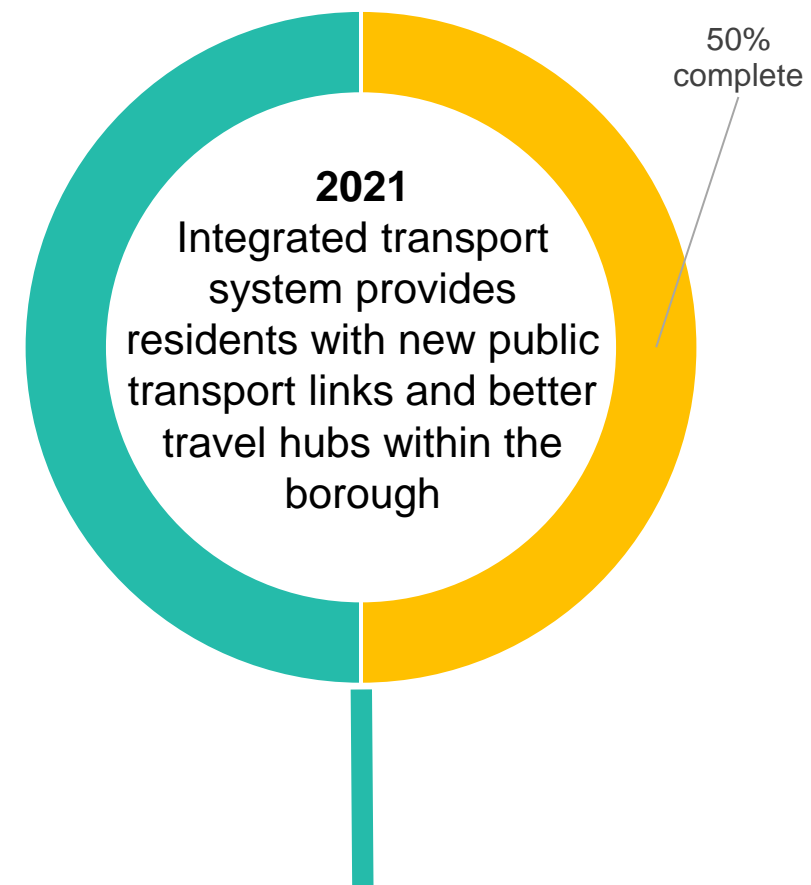
**72%**

NHT Survey 2018/19  
vs. 72% 2017/18

**% people who found it easy to get around the borough**

**75%**

NHT Survey 2018/19  
vs. 78% 2017/18



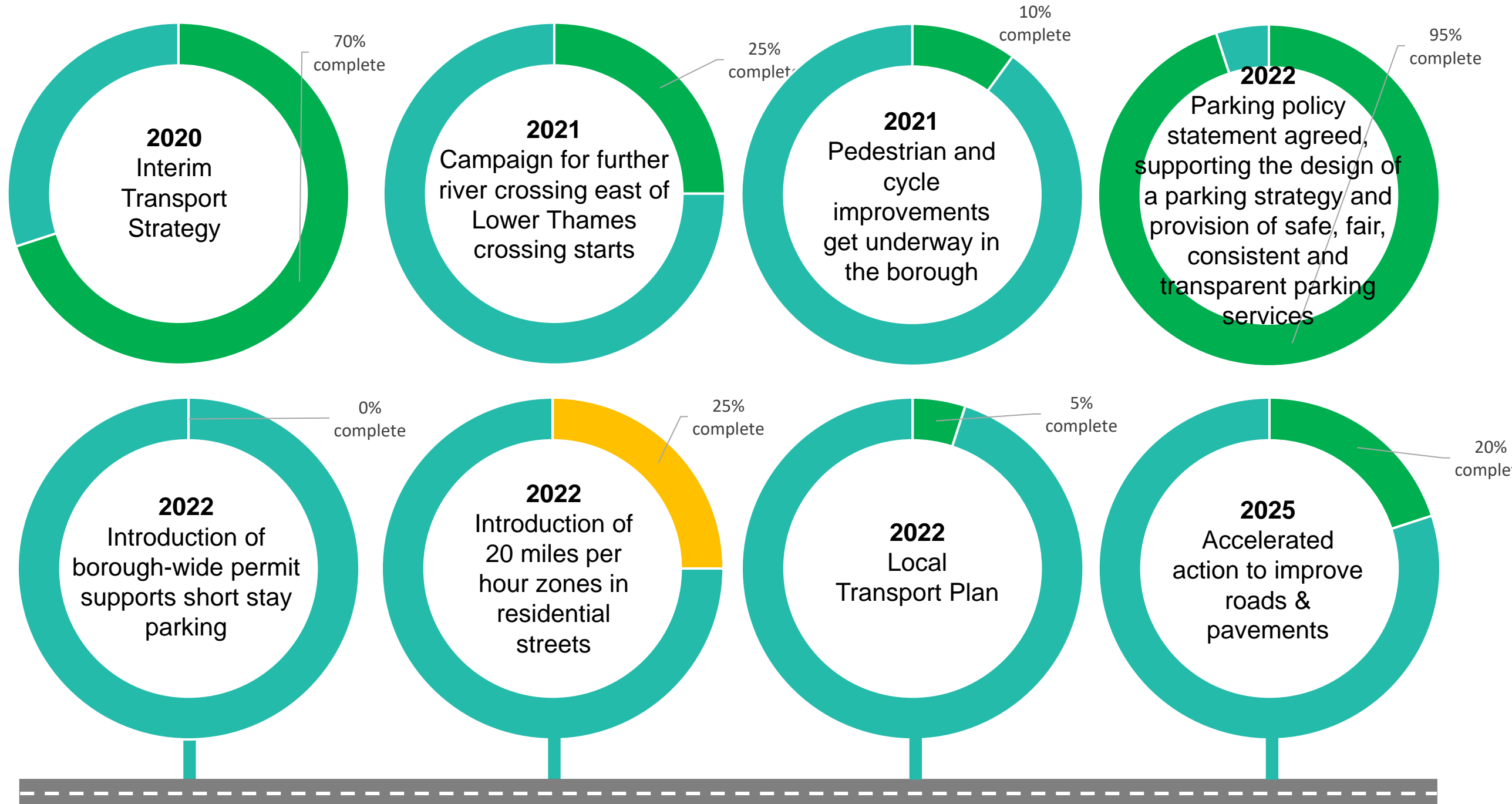




## Outcome 2 - People have a wide range of transport options

### Outcome Success Measures requiring further development:

- Percentage of people who have applied for and taken up the travel parking permit
- Number of electric vehicle charging points
- Number of secure bike stands and number of people using bike hire scheme
- Uptake of active travel - number of people cycling and walking
- Analysis of modes of transport used

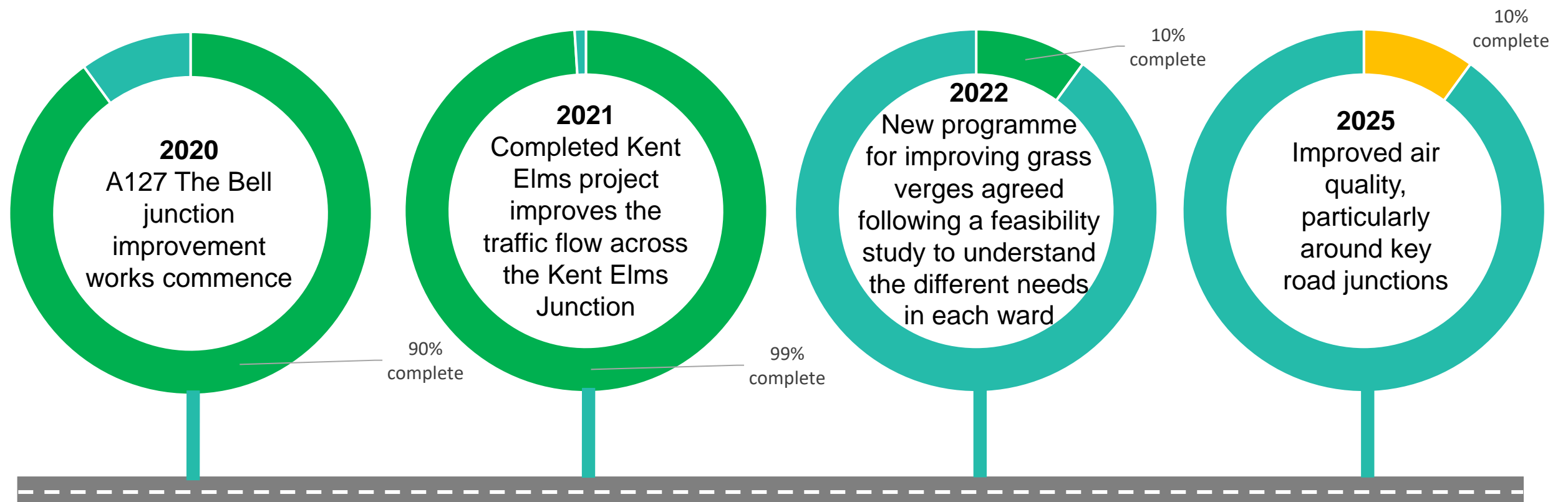




## Outcome 3 - We are leading the way in making public and private travel smart, clean and green

### Outcome Success Measures require further development:

- Number and locations of air quality monitors
- Volume of borough-wide short stay parking permits
- Traffic counts across the borough as fed into multi-modal transport model







## Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged

Number of registered MySouthend users

**63,227**

At Jul 2020

% of respondents who have used MySouthend

**75%**

Residents' Perception Survey 2019

vs. 37% in 2018

Number and % of MySouthend service request forms completed independently

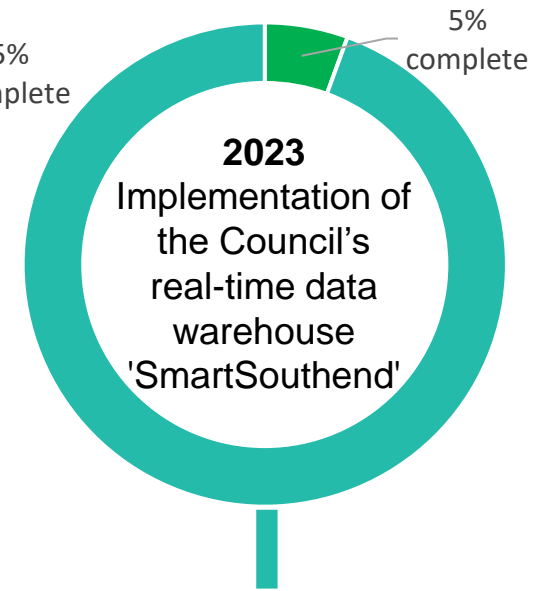
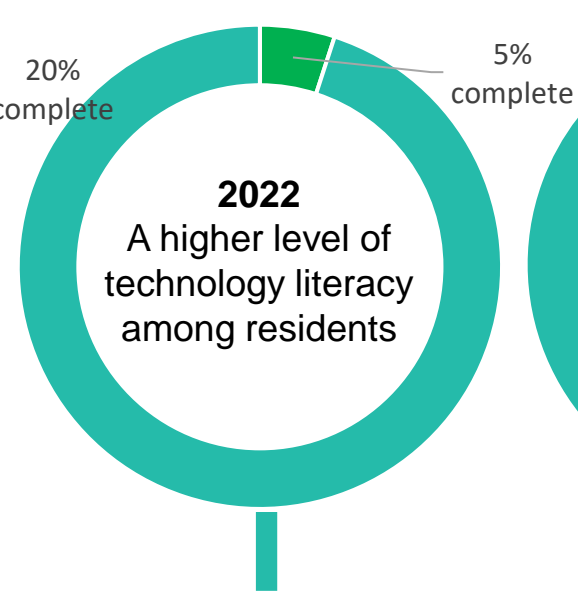
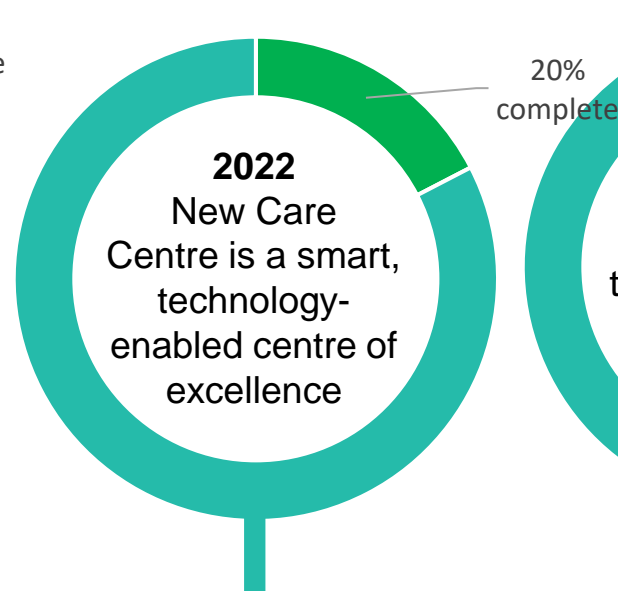
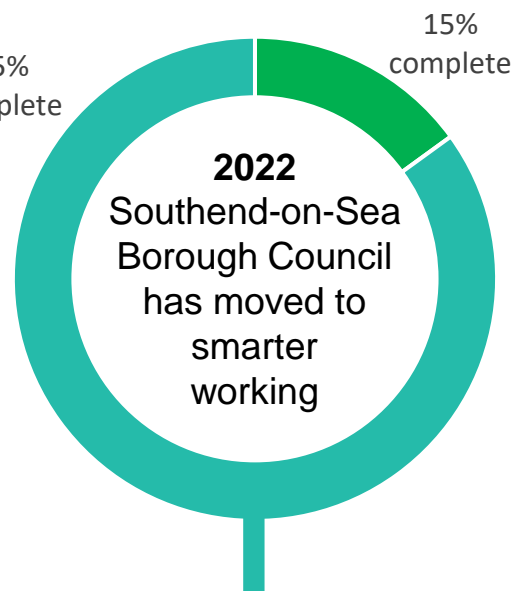
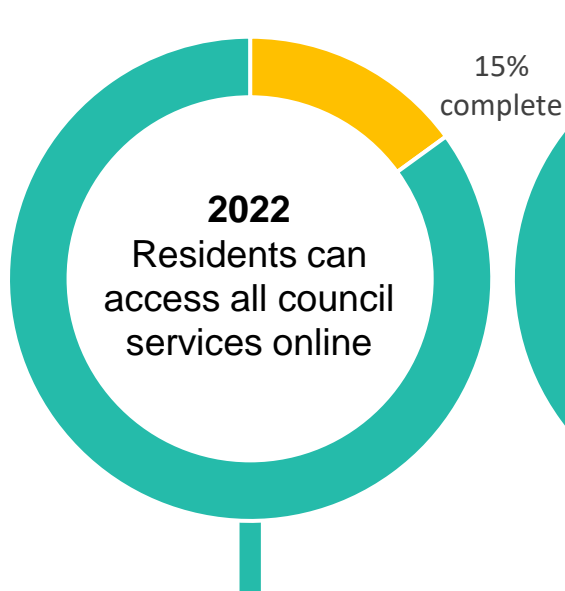
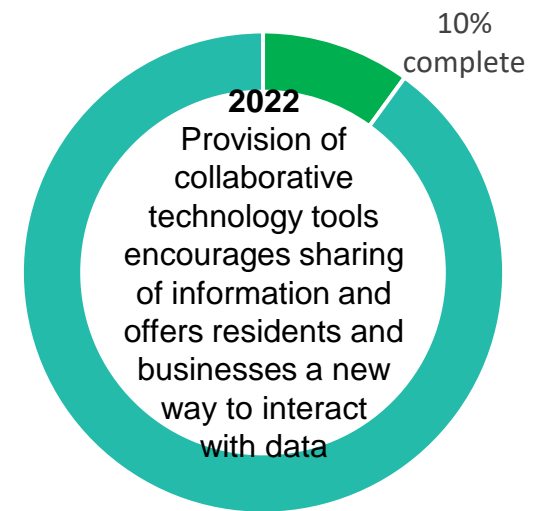
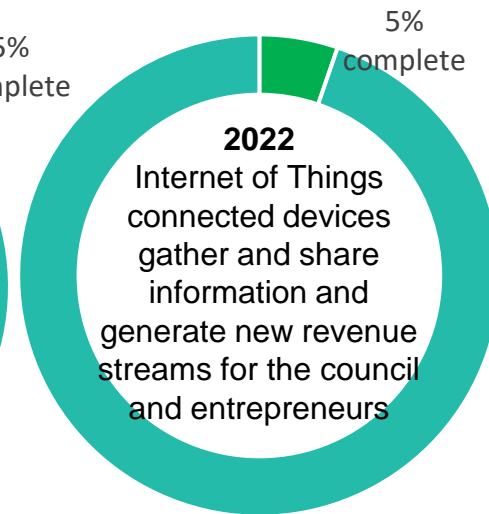
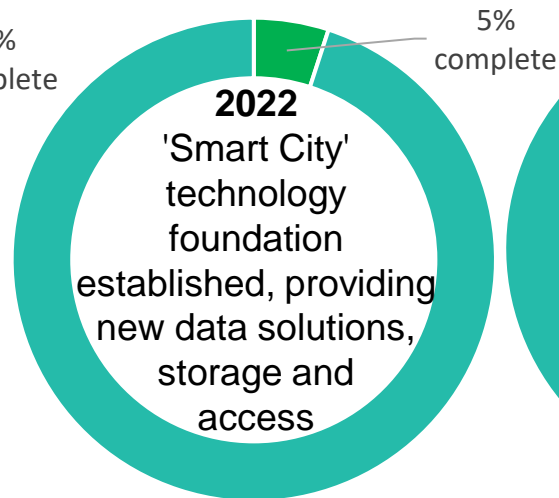
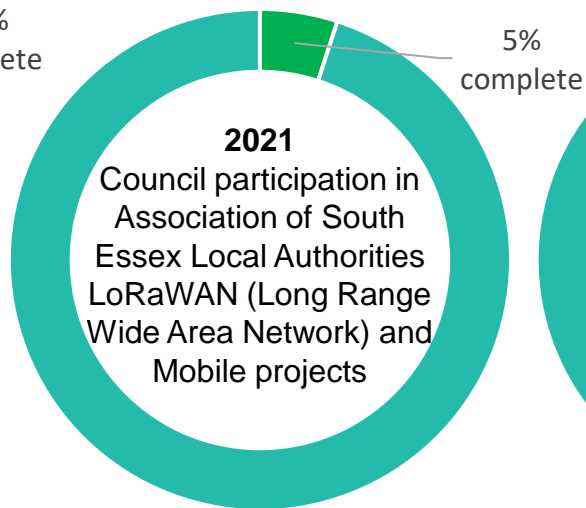
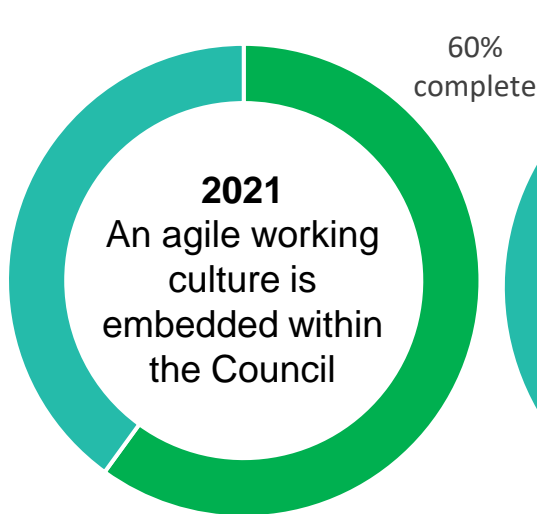
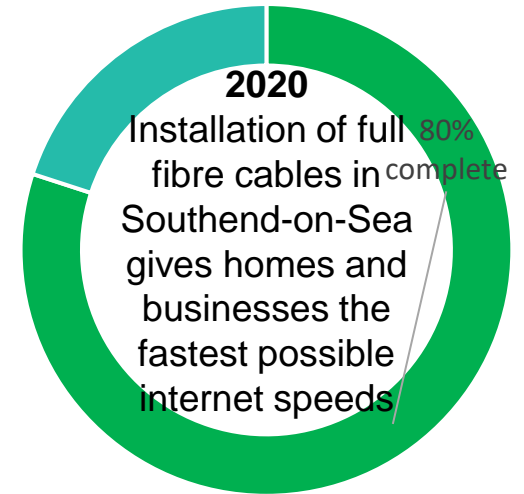
**25,212 or 89.1%**

Q1 2020/21

Vs. 19,026 / 77.4% at Q4 2019/20



**Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.**



# Index of Measures

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Pride & Joy	Frequency	Availability
<b>Outcome 1 - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.</b>		
1. Analysis of compliments received	Quarterly	Requires further development
2. Volunteering hours delivered within Culture, Tourism and Property, including Pier and Foreshore and events	Quarterly	Available
3. Analysis of key communications campaigns on social media	Quarterly	Available
4. % of respondents satisfied with the local area as a place to live	Annual	Available
<b>Outcome 2 - The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the region's first choice coastal tourism destination.</b>		
5. Analysis of TripAdvisor ratings, rankings and awards	Quarterly	Requires further development
6. Analysis of website metrics from the Visit Southend channels and the council's website	Quarterly	Requires further development

7. Analysis of data from targeted surveys of business leaders in the town	Annual	Requires further development
8. Number of Green Flag awards held by our parks and green spaces, along with analysis of resident voice data	Annual	Green Flags – Available Resident voice data - Requires further development
9. Number of visitors to our galleries, museum and other cultural assets	Quarterly	Requires further development
<b>Outcome 3 - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.</b>		
10. Number of Blue Flag awards held	Annual	Available
11. Number of volunteer-led Community Beach Cleans	Quarterly	Available
<b>Outcome 4 - Our streets and public spaces are resilient, valued and support the mental and physical wellbeing of residents and visitors.</b>		
12. Analysis of street cleansing and fly tip tonnage collected	Quarterly	Requires further development
13. % acceptable standard of cleanliness: litter	Quarterly	Available
14. % acceptable standard of cleanliness: detritus	Quarterly	Available
15. Fly-tipping incidents and engagement activities undertaken	Quarterly	Requires further development
16. Analysis of data from the Veolia Satisfaction and Residents' Perception Surveys	Annual	Requires further development
17. Analysis of volunteering activity delivered within our parks, beaches, open spaces and streets	Quarterly	Requires further development
18. Access and proximity to open spaces in line with Natural England guidance	Annual	Requires further development
19. Analysis of event applications	Quarterly	Requires further development

20.% serious defects made safe within response times (quarterly mean), roads and pavements	Quarterly	Available
21.% repairs completed within timescale (quarterly mean), roads and pavements	Quarterly	Available

Safe & Well	Frequency	Availability
<b>Outcome 1 - People in all parts of the borough feel safe and secure at all times.</b>		
Analysis of Community Safety Unit and Essex Police data on:  1. Begging / vagrancy engagements      6. Domestic abuse 2. Street drinking engagements          7. Violence against the person offences 3. Anti-social behaviour engagements    8. Violent crime 4. CCTV reports leading to arrest        9. Beach Welfare Officer activity 5. Targeted patrols                            10. Perceptions of crime and safety	Various	Available
11. Reoffending rate 12. Safety on public transport 13. Solved cases	Various	Requires further development
<b>Outcome 2 - Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.</b>		
14. Number of people with life-limiting conditions that impact on their daily activities	Annual	Requires further development
15. Analysis of length of time spent in significant social care services	Quarterly	Requires further development

16. Under 75 Mortality rate from all causes (persons)	Annual	Available
<b>Outcome 3 - We are well on our way to ensuring that everyone has a home that meets their needs.</b>		
17. Rate and number of households in temporary accommodation	Quarterly	Available
18. Number of children in temporary accommodation	Quarterly	Available
19. Repeat homelessness within 2 years of accepting a suitable private-rented sector offer (priority need cases owed the main duty)	Quarterly	Available
20. Homelessness prevention - existing or alternative accommodation secured for at least 6 months for those at risk of homelessness	Quarterly	Available
21. Homelessness relief - accommodation secured for at least 6 months for those being assisted under the homeless relief duty	Quarterly	Available
22. Number of new-build affordable housing units delivered in the borough by the council and Registered Housing Providers	Quarterly	Available
23. Housing Delivery Test result for 2018/19	Annual	Available
<b>Outcome 4 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.</b>		
24. Proportion of concluded section 42 enquiries (safeguarding investigations) with a risk identified and an outcome of either Risk Reduced or Risk Removed	Monthly	Available
25. Proportion of those that received short-term service during the year where sequel was either no on-going support or support of a lower level	Monthly	Available
26. Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Monthly	Available
27. Proportion of adults with learning disabilities who live in their own home or with their family	Monthly	Available
28. Proportion of adults in contact with secondary mental health services who live independently with or without support	Monthly	Available

29. Proportion of clients whose Initial Contact start date to completed date is less than or equal to 2 working days	Monthly	Available
30. Analysis of data from the Health and Wellbeing Board regarding thriving communities	TBC	Requires further development
31. Analysis of results and outcomes of the Troubled Families Programme	TBC	Requires further development
32. Analysis of data from the Carers' Consultation Survey	Annual	Requires further development
33. Rate of permanent admissions into residential / nursing care, per 100,000 population (65+)	Quarterly	Available
<b>Outcome 5 - We act as a Green City with examples of energy efficient and carbon neutral buildings, streets, transport and recycling.</b>		
34. % Household waste sent for reuse, recycling and composting with additional analysis of total and recyclable waste intakes	Annual	Available
35. Analysis of energy usage across the council's assets	TBC	Requires further development
36. Air Quality at Prince Avenue Air Quality Management Area	Annual	Available
37. % of the borough that is green space	Annual	Requires further development
38. Rate of ownership of ultra-low emissions vehicles	Quarterly	Available
39. Traffic monitoring data at key junctions and routes	Quarterly	Requires further development
40. Analysis of passenger satisfaction with public transport	TBC	Requires further development
41. Analysis of numbers of people increasingly cycling and walking	TBC	Requires further development
<b>Outcome 6 - Residents feel safe and secure in their homes.</b>		
No specific measures defined, as measures for the other five Safe & Well outcomes cover this outcome also.		

Active & Involved	Frequency	Availability
<b>Outcome 1 - Even more Southenders agree that people from different backgrounds are valued and get on well together.</b>		
1. Percentage of victims of Hate Crime that are a non Southend-based resident	Quarterly	Available
2. Analysis of the demographic breakdown of council staff, Councillors and key partners and service providers	Annual	Requires further development
3. Demographic analysis of volunteer data	Quarterly	Requires further development
4. Analysis of eligibility for free school meals and attainment	Annual	Requires further development
5. Number of electoral registrations, with additional demographic analysis	TBC	Requires further development
6. % respondents agreeing that people of different backgrounds get on well together	Annual	Available
<b>Outcome 2 - People feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.</b>		
7. Analysis of engagement in wider volunteering community-based organisations, including informal volunteering	Annual	Requires further development
8. % respondents that have good friendships both in and outside of their local area	Annual	Available
9. % respondents that feel isolated living in their local area	Annual	Available
10. % respondents that feel community events that they would like to get involved with happen in their area	Annual	Available
11. Analysis of residents engaged in lifelong learning	Annual	Requires further development
<b>Outcome 3 - Residents are routinely involved in the design and delivery of services.</b>		
12. Number of A Better Start Parent Champions and Ambassadors, trained and active	Quarterly	Available



13. Analysis of qualitative research around awareness, engagement and involvement in service design and delivery across the borough	TBC	Requires further development
14. Analysis of Your say Southend subscription / user data	Monthly	Requires further development
15. Number of council staff who have completed the Design Academy	Quarterly	Requires further development
16. Number of council projects where service design principles have been used	TBC	Requires further development
<b>Outcome 4 - A range of initiatives to help increase the capacity for communities to come together to enhance their neighbourhood and environment.</b>		
17. Analysis of Your say Southend metrics on its central repository of support material for community groups, events, etc.	TBC	Requires further development
18. Analysis of volunteering data as a whole	Quarterly	Requires further development
<b>Outcome 5 - More people have physically active lifestyles, including through the use of open spaces.</b>		
19. Number of people attending the 36 week strength and balance programme, with target and timeframe defined	Annual	Available
20. Number of people completing the 12 weeks of the exercise referral programme, with target and timeframe defined	Quarterly	Available
21. Number of schools signed up for the Daily Mile programme or equivalent	Annual	Available
22. Number of physically inactive adults completing a physical activity course, with target and timeframe defined	Quarterly	Requires further development
23. Number of people completing the Back to Wellness programme, with target and timeframe defined	Quarterly	Requires further development
24. Analysis of major new developments that will provide adequate public and private amenity space to meet future needs	Annual	Requires further development
25. % of households able to access local open space within a 10 minute walk for the lowest performing quartile of wards	Annual	Requires further development
26. Analysis of new or improved walking and cycling connections to local open space network and town and local centres	Annual	Requires further development

Opportunity & Prosperity	Frequency	Availability
<b>Outcome 1 - The Local Plan is setting an exciting planning framework for the borough.</b>		
1. Number of planning applications submitted	Quarterly	Available
2. Success of appeals	Quarterly	Available
3. Analysis of the determination timescales of Major, Minor and Other planning applications	Quarterly	Available
4. Net dwellings provided by the Local Plan	Annual	Available Sep 2020
5. Net jobs provided by the Local Plan	Annual	Available Sep 2020
<b>Outcome 2 - We have a fast-evolving re-imagined and thriving town centre, with an inviting mix of shops, homes, and culture and leisure opportunities.</b>		
6. % High Street occupancy (BID area only)	Quarterly	Available
7. Number of empty units in the High Street	Quarterly	Requires further development
8. Number of business births (annual cumulative)	Quarterly	Available
9. Number of business deaths (annual cumulative)	Quarterly	Available
10. Number of people receiving Universal Credit	Quarterly	Available
11. Analysis of cultural events held in the town centre	TBC	Requires further development
<b>Outcome 3 - Our children are school and life ready and young people are ready for further education, training or employment.</b>		
12. % eligible children benefiting from targeted 2 year old funding	Monthly	Available

13. % 3-4 year old children benefiting from universal funded early education	Monthly	Available
<b>Outcome 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.</b>		
Measures to be defined – further development work needed.		
<b>Outcome 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.</b>		
14. Number of business births and deaths (annual cumulative 2018/19)	Annual	Available
15. Number of registered creative freelancers operating in the borough	TBC	Requires further development
16. Number of successful applications made to Arts Council England from the borough	TBC	Requires further development
17. £ invested in Southend's cultural organisations mapped against the council's £ investment	Annual	Requires further development
18. Analysis of social media, website and other online metrics about Southend's cultural and creative industries	Quarterly	Requires further development
<b>Outcome 6 - Southend provides fulfilling careers for our citizens, and enough job roles to match the needs of the population.</b>		
19. Number of economically active people in the borough	Annual	Available
20. Total employee jobs in the borough	Annual	Available
21. Apprenticeship Live Vacancies in Southend	TBC	Available
22. Number of students benefitting from an Enterprise Advisor encounter	TBC	Requires further development
23. Number of trainees commencing the SECTA 2 programme	Quarterly	Available

24. Number of students commencing the 60 Minute Mentor programme	Quarterly	Available
25. Number of ABSS Skills Project Beneficiaries	Quarterly	Available
26. No. of students benefitting from an Industry Champion encounter	TBC	Requires further development
27. Number of individuals trained via the Care sector-based academy and levels of jobs created	TBC	Requires further development
<b>Outcome 7 - 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.</b>		
28. Analysis of data from the Southend Business Partnership regarding communications, engagement and subscriptions	TBC	Requires further development
29. Analysis of data from SECTA on businesses supported with recruitment or information sharing	TBC	Requires further development
30. Analysis of business mentors engaged through the 60 Minute Mentor Southend & Thurrock (60MMST) Project	TBC	Requires further development
31. Analysis of redundancy support provided by the council	TBC	Requires further development
32. Analysis of engagement with small to medium enterprise (SME) businesses via business support groups and workshops delivered by the council, including care businesses	TBC	Requires further development

Connected & Smart	Frequency	Availability
<b>Outcome 1 - 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</b>		
1. % people who found it easy to get round the borough	Annual	Available

2. % people with a disability who found it easy to get around the borough	Annual	Available
3. % people without a car who found it easy to get around the borough	Annual	Available
<b>Outcome 2 - People have a wide range of transport options</b>		
4. Percentage of people who have applied for and taken up travel parking permit	Quarterly	Requires further development
5. Number of electric vehicle charging points	Quarterly	Requires further development
6. Number of secure bike stands and number of people using bike hire scheme	Quarterly	Requires further development
7. Uptake of active travel - number of people cycling and walking	Quarterly	Requires further development
8. Analysis of modes of transport used	TBC	Requires further development
<b>Outcome 3 - We are leading the way in making public and private travel smart, clean and green</b>		
9. Number and locations of air quality monitors	Quarterly	Requires further development
10. Volume of borough-wide short stay parking permits	Quarterly	Requires further development
11. Traffic counts across the borough as fed into multi-modal transport model	Annual	Requires further development
<b>Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged</b>		
12. Number and % of MySouthend service request forms completed independently	Quarterly	Available
13. Number of registered MySouthend users	Quarterly	Available
14. Total number of free WiFi registrations to date	Snapshot	Available

15. Percentage of council services offered / provided online	Quarterly	Requires further development
16. Number of transactions processed online	Quarterly	Requires further development
17. The demographics of MySouthend users (as obtained via the Residents' Perception Survey)	Annual	Requires further development
18. Number of residents working from home	Quarterly	Requires further development
19. Number of users from workforce to complete computer training	Quarterly	Requires further development
20. % residents rating themselves as having moderate digital skills	TBC	Requires further development
21. % council staff rating themselves as having moderate digital skills	TBC	Requires further development

## Transforming Together Programme

<p><b>Skills, Learning and Development</b></p> <p><i>To ensure TT has the right skillsets to tackle the right challenges, and leads in upskilling the entire organisation</i></p> <p><b>Theme Lead:</b> SUE PUTT</p>	<p><b>Outcome 1</b></p> <p>Staff feel valued and are recognised and rewarded appropriately. Staff are able to participate in a range of activities to support their well-being.</p>
	<p><b>Outcome 2</b></p> <p>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.</p>
	<p><b>Outcome 3</b></p> <p>Councillors who are equipped to support the delivery of the Councils aims and ambitions alongside officers.</p>
	<p><b>Outcome 4</b></p> <p>Staff are enabled and have the skills and abilities to be utilised effectively across the organisation.</p>
	<p><b>Outcome 5</b></p> <p>Enable service areas to re-design effectively to meet new operational need.</p>
<p><b>Behaviours and Culture</b></p> <p><i>To promote TT as a model for how we expect Colleagues to act, modelling our Values &amp; Behaviours and championing the best ways of working</i></p> <p><b>Theme Lead:</b> MIKE BENNETT</p>	<p><b>Outcome 1</b></p> <p>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.</p>
	<p><b>Outcome 2</b></p> <p>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.</p>
	<p><b>Outcome 3</b></p> <p>Work Life programme continues to deliver its ambitions and is connected to other TT activity that support it.</p>
	<p><b>Outcome 4</b></p> <p>Transforming ICT to support the TT agenda.</p>
	<p><b>Outcome 5</b></p> <p>Risk awareness and horizon scanning are business-as-usual for all teams, as part of a wider Getting To Know Your Business campaign.</p>

<b>People and Networks</b>  <i>To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities</i>  <b>Theme Lead:</b> <b>ELLEN BUTLER</b>	<b>Outcome 1</b> Staff feel involved, engaged and knowledgeable in Transforming Together through active communications using various channels.
	<b>Outcome 2</b> The right people, at the right time, with the right expertise, are engaged for specific pieces of work, promoting and influencing Transforming Together.
	<b>Outcome 3</b> An intranet that is up to date and accessible for all, that has been designed around the user.
	<b>Outcome 4</b> Leaders and colleagues at all levels understand and are able to participate in the Transforming Together culture.
<b>Managing TT and Corporate</b>  <b>Theme Lead:</b> <b>STEPHEN MEAH-SIMS</b>	<b>Outcome 1</b> Staff have effective communication mechanisms with CMT.
	<b>Outcome 2</b> Review the Council's decision-making processes, as prescribed in the Constitution.
	<b>Outcome 3</b> Quality assuring the work of TT and ensuring a creative space to prioritise, innovate and drive managing the work of TT.
	<b>Outcome 4</b> Ensuring a clear link between TT and Southend 2050 Refresh that demonstrates their value.
	<b>Outcome 5</b> The council, with key partners is an effective commissioner and procurer, that results in quality and value for money services.
	<b>Outcome 6</b> Making sure that there is a clear understanding of TT. Staff are confident on the principles of working and the work programme.
	<b>Outcome 7</b> Ensuring effective and transparent business planning and decision-making governance review.
	<b>Outcome 8</b> Delivering a proactive commercial agenda that delivers quality services and benefits to the council.