



Corporate Plan

2022-2026



Basildon Council



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MESSAGE FROM THE LEADER OF THE COUNCIL

Councillor Andrew Baggott



Our updated Corporate Plan confirms the vision and purpose we described in last year's plan. It continues with the three strategic themes of people, place, and prosperity, which I am committed to deliver – creating a borough with inclusive communities, a high quality of life and a thriving economy – and sets out where these align to the Government's levelling up missions, so that we position the borough to best benefit from related funding opportunities.

The impact of the pandemic continues despite restrictions being removed and so the council is adapting to deliver services in a post-pandemic environment. We are changing how we operate, allowing residents to be able to request services more easily. We will need to automate and simplify systems to enable lasting change across the borough.

The pandemic will continue to impact on our finances for many years to come. However, we will look to provide services in different ways to reduce our spending. We will generate more income through our commercial activity, grow the activity of Sempra Homes and generate new ideas to deliver more efficiencies. We will return to a Leader and Cabinet system to streamline our decision-making process while strengthening the scrutiny of the decisions we take. And we have rebalanced the commitments in this Corporate Plan to reflect our focus on increasing prosperity.

I also recognise though that, as we recover from the pandemic, we should look to the future rather than be anchored to the past. We will sharpen our focus on the benefits and outcomes we want to achieve for you, our residents, as we strive to make all our lives better.

I am committed that we will deliver on our key themes by listening to you. We will consult openly and honestly, and if you tell us it isn't right then we will listen and adapt. We have an exciting vision for Basildon, you have passionate ideas for Basildon. Together, we can create a borough where you, our residents, are at its heart.

MESSAGE FROM THE CHIEF EXECUTIVE

Scott Logan



Our updated Corporate Plan continues our vision for delivering for the residents of Basildon over the next four years.

Over the past 12 months we have made good progress, as confirmed in our Annual Report, published in March, and through the results of a Peer Challenge carried out by colleagues from other local authorities. We have delivered services with more flexibility and continued to put individuals at the heart of what we do. We will continue to do this over the next four years to remain an organisation that is fit for purpose.

As part of our journey we are reviewing our services, ensuring that the council is easy and efficient to deal through new channels. Our residents and businesses are key to this process and we will actively listen and shape our services to your requirements. We need to ensure that we have robust financial management in place and that we explore new streams of funding where possible. In addition, we will focus on enhancing our governance arrangements particularly in programme and performance management and delivery in partnership.

There will be many challenges ahead as the country continues its post-Covid-19 recovery. Basildon is in a good place to meet these challenges but we must as an organisation ensure we are fit to deliver first class services in the future. I am confident that this plan is the right one to continue on this journey.

1. BASILDON – OUR BOROUGH AND YOUR COUNCIL

OUR BOROUGH

The borough of Basildon was formed as Basildon District on 1 April 1974, from the former area of Basildon Urban District and the part of Thurrock Urban District that was within the Basildon New Town.

Basildon borough comprises the five main settlements of Basildon, Billericay, Wickford, Laindon and Pitsea. The last two form part of the same built-up area as Basildon New Town.

The borough has a population of 187,500 (ONS 2020 mid-year estimates) and has seen a population increase of 3.6% since 2008. This is projected to rise to 206,500 by 2043, a further rise of 10%.

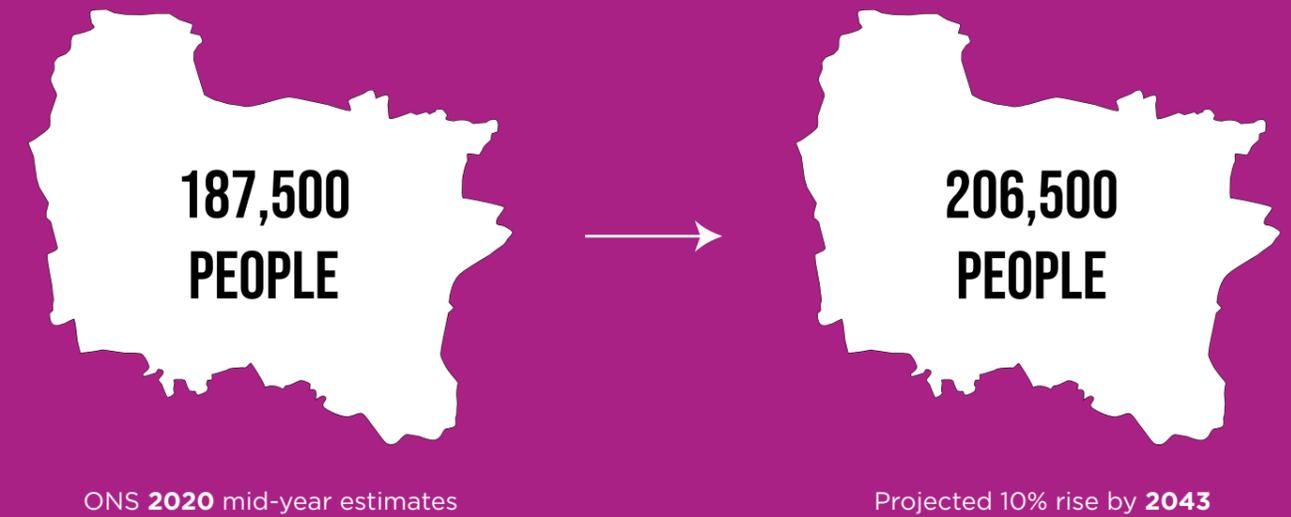
Basildon is comparatively young compared to other Essex districts. The median age of Basildon residents is 40 and 10.4% of residents are from Black, Asian and Minority Ethnic (BAME) communities.

Life expectancy for both men and women in Basildon borough is close to the England average but there are stark differences in life expectancy between wards in the borough.

Basildon borough is home to pockets of wealth and affluence as well as of poverty and deprivation.

The 2019 Indices of Multiple Deprivation ranked Basildon borough as 111th most deprived of 317 English local authority areas, yet the 2021 UK Prosperity Index ranked Basildon borough as 139th most prosperous of 379 UK local authority areas. These seeming contradictions only serve to highlight the diverse nature of Basildon borough.

PROJECTED RISE IN POPULATION



5 BASILDON BOROUGH SETTLEMENTS



YOUR COUNCIL

A successful application for borough status was made in 2010, when the council was renamed Basildon Borough Council.

Basildon Borough Council – your council – is one of fourteen district-level councils in Essex. Two of these, Southend and Thurrock, provide all local government services in their areas. The other twelve, including Basildon, provide these services in a two-tier structure alongside Essex County Council.

There are 42 members of the council, who cover 16 wards. The council employs about 850 people. Elections to the council are held in three out of every four years, with one third of the seats on the council being elected each time (known as “election by thirds”). The number of council members and the ward structure are currently the subject of an electoral review by the Local Government Boundary Commission for England. This is due to conclude in May 2024 with elections to the whole council, following which elections by thirds will resume from May 2025.

There are also nine “local councils” (also known as parish councils, town councils or village councils) within Basildon borough, but not all of Basildon borough is “parished” and so not everyone who lives in the borough is covered by a parish or town council.

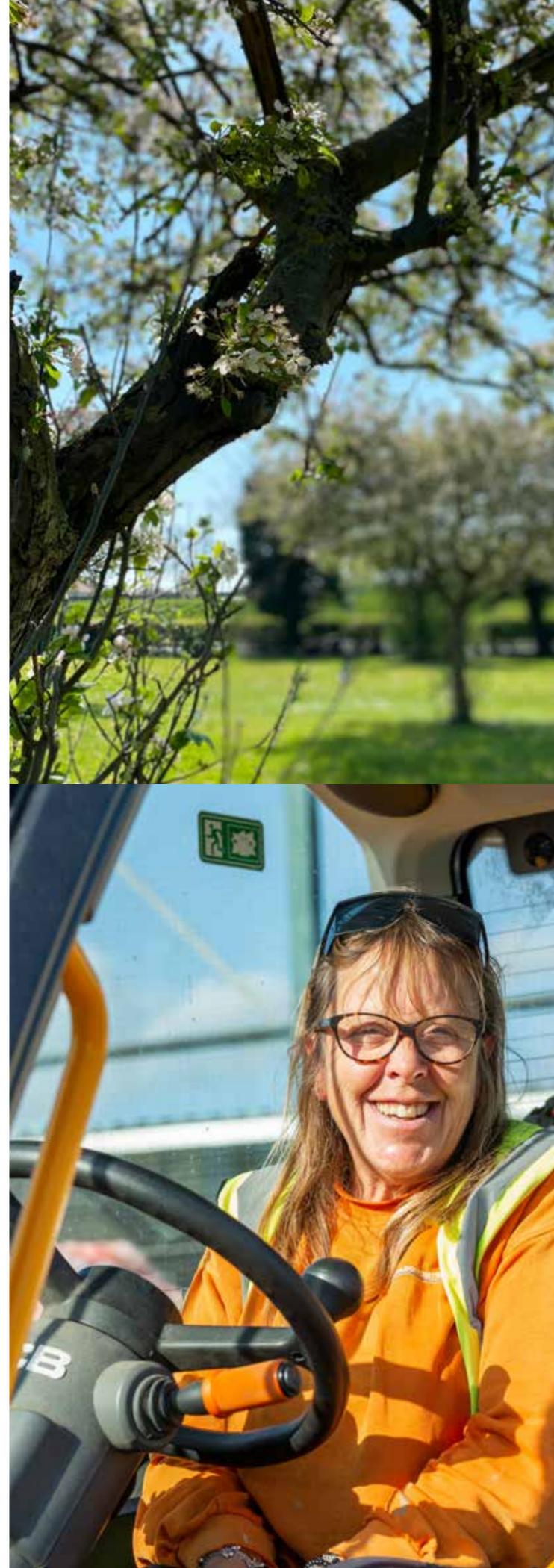
Basildon Borough Council plays a number of important roles – we provide services to you, we use our influence to shape services from other agencies on your behalf and we work with partners when we share common goals and there is a mutual advantage to doing so.

Essex County Council is responsible for providing other local government services in our borough, including children’s services and education, adult social care, libraries and highways. Basildon Borough Council uses our influence and works with our colleagues at Essex County Council to ensure the best deal is obtained for our residents from their services in our area.

Basildon Borough Council has agreed partnership arrangements with other councils to perform important functions jointly with them. These include:

- The Association of South Essex Local Authorities (ASELA), which was constituted as a joint committee during 2021/22 and oversees matters relating to, but not limited to, sub-regional growth and infrastructure development affecting Basildon and partner authorities across south Essex
- The South Essex Parking Partnership Joint Committee, which manages on-street parking restrictions throughout the south of Essex
- The Essex Countywide Traveller Unit Joint Committee, through which partner authorities address the issue of unauthorised encampments
- The Joint Standards Committee with Local Councils, to discharge standards arrangements and uphold high standards of conduct

This Corporate Plan 2022-26 has been developed to draw all of this activity together, to tell the story of your council’s ambitions for you, the community we serve, and explain how we will evolve as an organisation to meet future needs and challenges. We do this under the three strategic themes of “people”, “place” and “prosperity”, and these are explained in more detail on the next page.



2. CORPORATE PLAN

2.1 PURPOSE & AIMS

This Corporate Plan is the principal corporate strategy of Basildon Borough Council. It recognises our primary role in delivering good quality local government services in the borough. It sets out our ambitions for the borough in three strategic themes, and underpins them with a fourth ambition, to ensure our organisation is fit for purpose. It details the outcomes we wish to achieve, the actions we will take to deliver them and how we will resource the necessary activity.

It covers the full range of the council's responsibilities and priorities and is an important tool to help focus our effort and resources on the right things. This is even more important in the context of constrained budgets and rapid change.

The council is committed to ensuring good governance principles and management practices are adopted in all business activities to ensure public trust. The Local Code of Governance provides a public statement that sets out the way in which the council will meet and demonstrate that commitment. The council commits in its Local Code of Corporate Governance to "maintain a Corporate Plan... which outlines its ambitions and promises to our residents, and shows how the council will use its resources to deliver these."

By articulating a clear set of ambitions and commitments, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve.

The Corporate Plan informs other key strategies and plans, whether council documents or those of our partners. These documents vary widely in purpose, scope and time horizon. The Corporate Plan does not replace these other documents but it should shape them whenever they are being updated.

Good strategic planning also means aligning financial and service planning. The priorities identified in the Corporate Plan set the context for the allocation of resources within the council's budget and medium-term financial strategy.

2. CORPORATE PLAN

2.2 SERVICE DELIVERY

The council's primary role is to deliver good quality local government services in the borough and the majority of its resources are used for this.

We use a number of different methods to deliver services to you, our residents and communities, and are not wedded to one particular approach. This flexibility means that we are free to obtain best value for the taxpayer while at the same time using new and innovative ways to deliver for all our residents. We can summarise these as follows:

- **Direct delivery** – the traditional model of council service delivery is a vital component of our offer and used wherever it delivers the best service at the best price. Our waste collection and recycling vehicles and crews are a familiar sight around the borough, as are our park rangers and groundstaff. We are also a large-scale provider of social housing throughout the borough.
- **Shared services** – where economies of scale provide better value, we can share services with other local authorities. As an example, our internal audit service now delivers the internal audit function for our neighbours at Rochford DC. This allows us to maintain a comprehensive internal audit function in-house while ensuring that it delivers best value for money and a return on our investment.
- **Outsourcing** – we do this where the market provides a competitive and efficient alternative to directly providing a service ourselves. We outsource, for example, the management of our sports and leisure facilities.
- **Supplier partnerships** – we also develop long-term relationships with key suppliers where this delivers extra benefits for our residents. We work closely with, for example, Morgan Sindall, who deliver responsive repairs to our homes.

We also deliver services through wholly-owned and joint-venture companies and through service level agreements with voluntary and community agencies.

The services we provide include:

- Housing Services
- Planning Applications
- Local Economic Development and Regeneration
- Waste Collection & Recycling
- Parks, Leisure & Culture
- Electoral Services
- Council Tax & Business Rates Collection
- Community Services

2. CORPORATE PLAN

2.3 CORPORATE PLAN AMBITIONS

Our three Corporate Plan ambitions, the strategic themes for our work, are defined as follows:

PEOPLE

We want Basildon to be home to healthy and active local communities able to support themselves and each other.

PLACE

We want Basildon to offer a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods and towns along with the provision of enduring facilities, green spaces and town centres that meet the needs of the community.

PROSPERITY

We want Basildon to have a thriving, dynamic and diverse economy where all our communities benefit from increased opportunity and our workforce has the right skills for our local economy and beyond.

We also recognise that we must remain a fit for purpose council so that we are able to deliver these ambitions in the right way. Our efforts to do this are covered in chapter 4.

2. CORPORATE PLAN

2.4 LEVELLING UP

In February 2022 the Government launched its Levelling Up White Paper, which sets out its key policies to ensure that people living in every part of the UK benefit from the same life chances, opportunities and level of prosperity.

The White Paper sets out 12 new levelling up “missions”. These are objectives that the Government aims to deliver by 2030 and are aimed at reducing inequalities and addressing differences in performance between different geographical areas. The White Paper states that these are “intended to precipitate systems change through cooperation across the public, private and voluntary sectors”. The 12 missions are set out in the table below and align to varying degrees with the ambitions set out in this Corporate Plan. Given the wide-ranging nature of the 12 missions, it follows that future Government funding streams will be aligned to them wherever possible. The council will therefore consider further how the ambitions, outcomes and deliverables set out in this Corporate Plan align with the national policy context, in order that we make the most of any opportunities – funding or otherwise – that arise as the levelling up programme develops and matures. Chapter 3 covers this alignment in more detail.



Levelling Up Missions	
Focus area	Mission
<i>Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging</i>	
a. Living standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, and the gap between the top performing and other areas closing.
b. Research and development	By 2030, domestic public investment in R&D outside the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
c. Transport infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
d. Digital connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
<i>Spread opportunities and improve public services, especially in those places where they are weakest</i>	
e. Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
f. Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
g. Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.
h. Well-being	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
<i>Restore a sense of community, local pride and belonging, especially in those places where they have been lost</i>	
i. Pride in place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
j. Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
k. Crime	By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas.
<i>Empower local leaders and communities, especially in those places lacking local agency</i>	
l. Local leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

3. STRATEGIC THEMES, OUTCOMES AND DELIVERABLES

3.1 PEOPLE

Ambition

We want Basildon to be home to healthy and active local communities able to support themselves and each other.

Context

The Basildon borough population is around 187,500 (ONS 2020 mid-year estimates). This is projected to rise to 206,500 by 2043, an increase of 11% over 25 years. The proportion of under 25s is projected to drop from 30.7% to 29.3%, whereas the proportion of over 64s will rise from 17.2% to 20.1%, which will put further strain on local health and social care services.

Basildon borough has significantly worse outcomes for wider health determinants than the Essex and England averages. Obesity is a problem in both children and adults, with rates of obesity in Basildon being significantly higher than the regional and national average.

Life expectancy for both men and women in Basildon is close to the England average; between 2017 and 2019, the life expectancy at birth for males was 79.4 and 83.1 for females; but the difference in life expectancy between wards in Basildon is 6.9 years for males (Pitsea South East vs Billericay East) and 7.7 years for females (Fryerns vs Wickford Park).

Levelling Up missions

The Levelling Up missions that align to the People theme are as follows:

- e.** 90% of primary school children will achieve the expected standard in reading, writing and maths
- g.** The Healthy Life Expectancy (HLE) gap will have narrowed, and by 2035 HLE will rise by 5 years
- h.** Well-being will have improved in every area
- k.** Homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas



CORPORATE PLAN OUTCOMES

1. We will adopt a zero-tolerance approach by using all powers available to us to ensure that the right to live in a safe and pleasant environment is maintained.
2. We will safeguard those who are vulnerable or less able to help themselves.
3. We will support the community to recover from the effects of the Covid-19 pandemic and continuing rises in the cost of living.
4. We will work with partners to reduce health inequality in the borough.
5. We will provide and support a range of leisure and community facilities and projects to improve residents' health and wellbeing.
6. We will listen to and work with our communities when making decisions, developing policy and designing services.
7. We will work with partners to harness the cultural and tourist potential of the borough to position our borough as a visitor destination.



KEY DELIVERABLES

1. As residents' views are paramount in how we shape and deliver our services, we will implement a council-wide Consultation and Engagement Strategy to help us make the most of them.
2. We will support community leaders and groups in their work through delivery of our Connected Communities Strategy.
3. We will work with partners to reduce health inequalities, tackle obesity and improve mental health and wellbeing in the borough through, for example, the Local Delivery Pilot.
4. We will use our influence and work with partners to promote community cohesion through the delivery of our Inclusion and Diversity Strategy.
5. To ensure that our residents continue to live in safety and security, we will work with our partners including the police to refresh and deliver the Safer Basildon Partnership Community Safety Strategy.
6. We will empower communities to deliver services and provide facilities at the local level.
7. We will help reinvigorate our high streets and promote our local arts and creatives.

3. STRATEGIC THEMES, OUTCOMES AND DELIVERABLES

3.2 PLACE

Ambition

We want Basildon to offer a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods and towns along with the provision of enduring facilities, green spaces and town centres that meet the needs of the community.

Context

The borough occupies an area of 42.5 square miles (110 km²) and is located 25 miles to the east of London. It is served by two major roads and two major railway lines, all of which run west to east across the borough. Two airports at Stansted and Southend are also in easy reach. Approximately half of the borough is designated as Green Belt and it is home to several Sites of Special Scientific Interest (SSSI).

Basildon is the largest borough in Essex by population and there are around 77,565 homes in the borough. The council faces a number of challenges in delivering good quality housing options, such as the projected increases in the borough's population and the small, but growing, private renting sector.

Air quality in the borough is an issue as Basildon has the second highest level of air pollution in Essex. Additionally, the effects of climate change are both increasing and becoming more immediate. Basildon has a part to play in addressing this locally.

Levelling Up missions

The Levelling Up missions that align to the Place theme are as follows:

- c.** Public transport connectivity is significantly closer to the standards of London
- d.** Gigabit-capable broadband is available nationwide
- i.** Pride in place, e.g., people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area
- j.** The number of first-time buyers will increase in all areas; and the number of non-decent rented homes to fall by 50%



CORPORATE PLAN OUTCOMES

1. We will continue to enhance our parks and open spaces to improve the quality of life of all our residents.
 2. We will work with residents and businesses to keep streets and neighbourhoods clean and well-presented.
 3. We will renew our estates and deliver our housebuilding programme to ensure that residents enjoy modern homes and facilities.
 4. We will work with partners to secure better active travel options.
4. To improve biodiversity and protect and enhance our woodland, trees and hedgerows, we will deliver a tree planting framework and pollination action plan.
 5. We will work with our partners to secure better broadband and transport infrastructure and develop an Active Environments Strategy for the borough.
 6. We will enhance our open and green spaces and work with our partners through the Association of South Essex Local Authorities (ASELA) to deliver the South Essex Estuary Park (SEEPark).
 7. We will involve residents living in our housing in how it is managed through delivery of our Tenant and Leaseholder Engagement Strategy.



KEY DELIVERABLES

1. We will adopt and deliver a Climate Change Strategy setting out our actions and mitigations to deliver on our targets of net zero carbon emissions as a council by 2030 and net zero carbon emissions as a borough by 2050.
2. We will develop and deliver the Safe and Sound Estates Programme and continue to invest in our housing stock.
3. We will respond to the requirements of new environmental legislation and ensure our waste is managed using the highest environmental standards through developing and delivering a new Waste Strategy.

3. STRATEGIC THEMES, OUTCOMES AND DELIVERABLES

3.3 PROSPERITY

Ambition

We want Basildon to have a thriving, dynamic and diverse economy where all our communities benefit from increased opportunity and our workforce has the right skills for our local economy and beyond.

Context

Basildon borough is the largest economy in Essex. It is the key employment hub in Essex and the centre of economic activity in South Essex. It has a long history of being the home of advanced engineering and manufacturing, with companies such as Ford Motor Company, New Holland Agriculture, Leonardo, Costa Coffee and Konica Minolta making Basildon their home. We want to see Basildon as a permanent home to a strong economy with more ambitious, innovative businesses in the future that will contribute to the growth of our local economy.

Most businesses in Basildon are very small, with the large majority employing fewer than 10 people, whilst the ten largest companies in Basildon account for 12.5% of total employment. Basildon working-age residents are most likely to work in high-skilled occupations – 41% are in professional or associate professional, technical and managerial jobs – however, “low-skilled” jobs (caring and leisure; sales and customer service; process and machine operatives; elementary occupations) accounted for 29% of the total.

In 2021, only 35% of Basildon borough residents aged 16-64 had an NVQ4+ qualification, whereas across England this was 43%. At 6%, Basildon has the same percentage of people with no qualifications as the national average; the Essex average is 5%.

Levelling Up missions

The Levelling Up missions that align to the Prosperity theme are as follows:

- a. Pay, employment and productivity will have risen in every area
- b. Public investment in research and development outside the Greater South East will increase
- f. High-quality skills training will see 80,000 more people completing courses in the lowest skilled areas



CORPORATE PLAN OUTCOMES

1. We will promote the borough as a place to do business, to invest, and compete in the global economy.
2. We will use our influence to ensure all our residents get the best education and skills to benefit from growth opportunities and to create their own success.
3. We will use our influence to continue to power economic growth, capturing the opportunities that arise to benefit everyone fairly.
4. We will support businesses to recover from the effects of lockdown and the Covid-19 pandemic.
5. We will work with businesses and communities to revive our town centres and to recover from the Covid-19 pandemic.
6. We will use our planning powers to ensure homes are provided to match the full range of need across the borough.



KEY DELIVERABLES

1. We will use our influence to secure inward investment for the borough, to ensure that our communities benefit from growth and increased economic activity.
2. We will use our influence to improve the employment prospects, education and skills of local people.
3. We will work with partners through the Association of South Essex Local Authorities (ASELA) to develop a South Essex Technical University.
4. We will develop a single narrative for growth, employment and skills, regeneration and connectivity, to enable the council to capture and prioritise regional and localised ambitions.
5. We will continue to seek access to Government funding to promote prosperity and recovery from the Covid-19 pandemic.
6. Refresh our approach to regenerating our town centres, placing the views of our communities at its heart.
7. We will deliver a new Local Plan to include sites for new homes and affordable housing with required infrastructure, land for employment, and protection of our open spaces.
8. We will develop a Parking Strategy for the borough.

4. A FIT FOR PURPOSE COUNCIL

4.1 FINANCE AND RESOURCES

Basildon Council is committed to making every penny count and delivering value for money for residents. It seeks to continue to innovate and deliver efficiencies to maintain and enhance the essential services delivered to the community.

External financial support to the council has continued to decrease creating significant challenges. In developing its financial strategy the council will ensure resources follow priorities to deliver the corporate plan outcomes.

Key activities to maximise the availability of resources for investment, after securing the ongoing financial sustainability of the council, will include:

1. Generating income through commercial activity and seeking to embed commercial thinking throughout the organisation.
2. The ongoing review and redesign of services as part of the Organisation Strategy.
3. Developing the activity of Sempra Homes.
4. A focus on growing income from business rates through supporting economic development
5. Working with partners to more effectively deliver services and positive outcomes for residents
6. Generating new ideas for delivering efficiencies.
7. Optimising the council's use of technology to enable new ways of working and improving service quality for our residents.
8. Ensuring the council's assets are used effectively and efficiently.

More detail can be found in the Medium Term Financial Strategy, which is approved each year as part of the budget setting process.

4. A FIT FOR PURPOSE COUNCIL

4.2 ORGANISATION STRATEGY AND VALUES

Basildon Council seeks to make effective use of resources, stimulate growth, enhance digital capabilities, prevent challenges and engage in clear decision making. These priorities have proven of particular importance as we have responded to the pandemic and realign services to be fit for the future needs of residents.

The Organisation Strategy describes a vision of Basildon Council five years into the future using three aspects:

1. physical place;
2. workforce; and
3. data, process and customer experience.

It provides a set of principles that will govern our decision making towards that vision; and maps the tools and approaches that will deliver a fit for purpose council for the post-coronavirus era. Our vision of Basildon includes keeping customers at the centre of our services, prioritising resident outcomes and maximising the opportunities of technology.

The Organisation Strategy outlines a post-pandemic vision to enable our workforce to continue to work remotely and flexibly and to occupy a smaller office presence, while maintaining our values of:

- Commitment
- Collaboration, and
- Integrity.

Key deliverables:

1. Reviewing our services to ensure that what we deliver is targeted, efficient and effective and places our customers at the heart of what we do including a review of case management and how we can effectively and efficiently deal with enquiries
2. Continued development of our workforce so that they are appropriately skilled to meet future demands and challenges.
3. Effective channels to enable residents to efficiently transact with the council.
4. Streamlined processes that are standardised and make the best use of technology.

4. A FIT FOR PURPOSE COUNCIL

4.3 GOOD GOVERNANCE

To be successful in delivering this Corporate Plan, the council must have a solid foundation of good governance and sound financial management. Delivery of the Corporate Plan is led and overseen by relevant Cabinet Members and scrutiny committees and managed through four Programme Boards.

This structure is underpinned by Basildon's Local Code of Corporate Governance, which sets out our commitments to good governance and ensures that we are doing the right things, in the right way, in line with our values.

The Code is a public statement that sets out the way in which the council will meet and demonstrate this commitment against the following principles of good governance.

- a.** Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- b.** Ensuring openness and comprehensive stakeholder engagement
- c.** Defining outcomes in terms of sustainable economic, social, and environmental benefit
- d.** Determining the interventions necessary to optimise the achievement of the intended outcomes
- e.** Developing the entity's capacity including the capability of its leadership and the individuals within it
- f.** Managing risks and performance through robust internal control and strong public financial management
- g.** Implementing good practices in transparency reporting and audit to deliver effective accountability

We review the effectiveness of our governance arrangements on an annual basis and report on our performance and areas for improvement in the Annual Governance Statement, which is published each year as part of the annual Statement of Accounts.

We report our performance in the Annual Report, also published online each year, through which residents can judge our progress towards delivering the Corporate Plan.



APPENDIX

THE BOROUGH PROFILE

THE BOROUGH PROFILE

A1. PEOPLE

Corporate Plan Ambition: We want Basildon to be home to healthy and active local communities able to support themselves and each other.

A1.1 Demographics. Basildon is the second highest populated borough in Essex with a total figure of around 187,558 (ONS, 2020). In terms of age groups, people aged under 25 represent 30.7% and over 64s represent 17.2%.

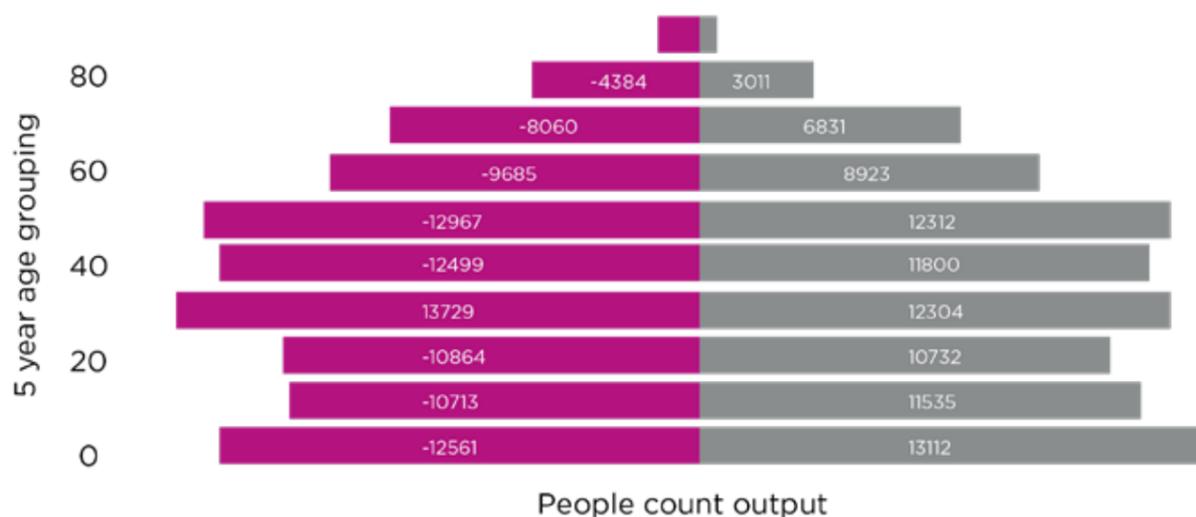
Total est. population = 187558

Total est. female population = 96520

Total est. male population = 91038

Age Group Distributions

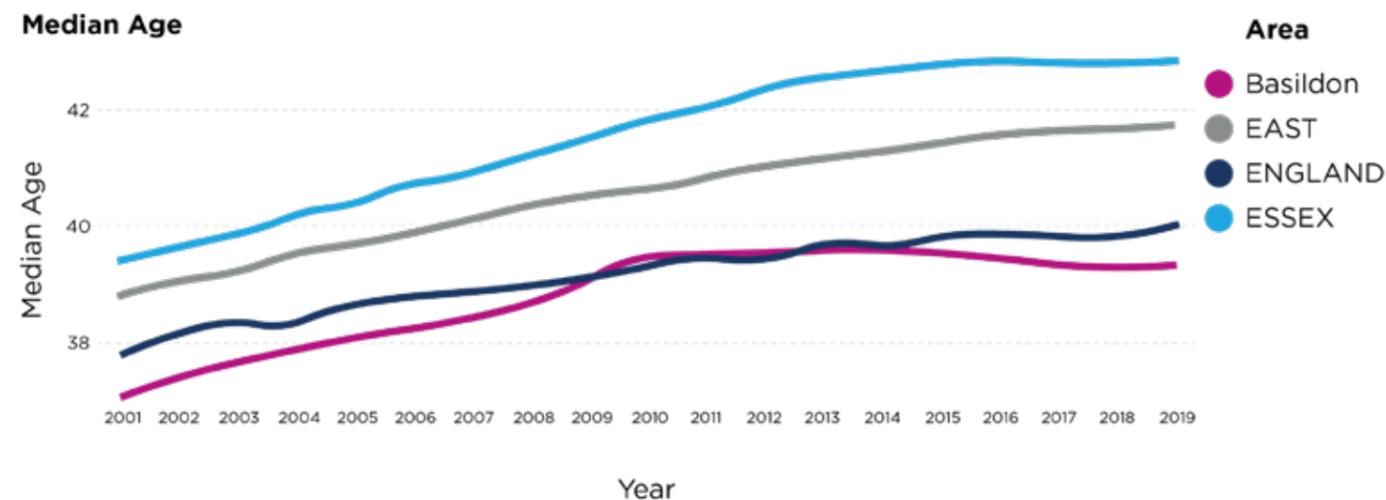
Sex ● Female ● Male



Basildon has a slightly younger demographic when compared to Essex - the median age in Basildon in 2019 was 39.3 and 42.8 respectively. This has remained relatively constant for the past 10 years of data gathering, whereas the national trend has continued towards ageing.

Burstead and Wickford Castledon have the highest proportion of over 65s, with nearly a quarter (over 24%) of residents falling into this age group (ONS, 2020). The wards with the highest proportion of under 25s are Vange, St Martin's and Lee Chapel North, with a third (33%) of the resident population.

Median Age



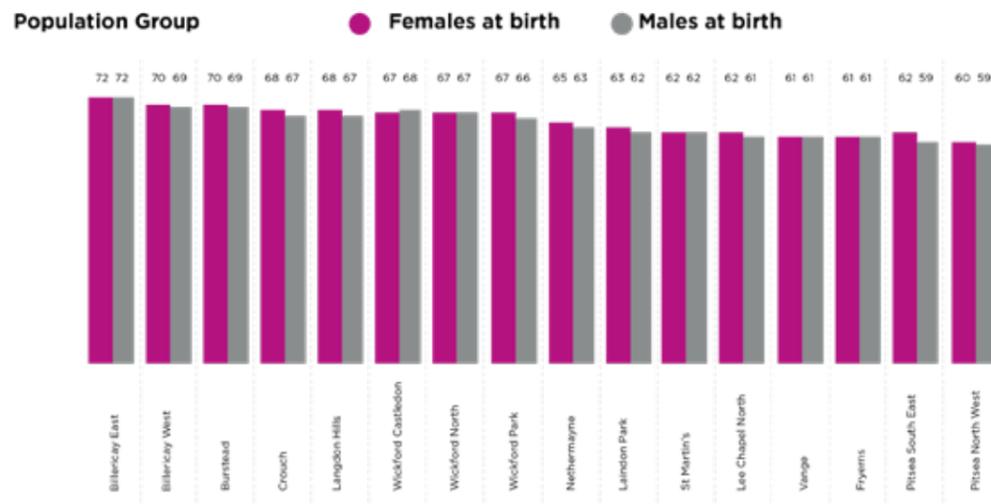
Figures from 2018 project continued population growth and, by 2043, the population of the borough is expected to be around 206,500. This is an increase of 11% over the course of 25 years. The proportion of under 25s is anticipated to drop to 29.3%, whereas the over 64 age group is expected to exceed a fifth of the total population (20.1%).

In 2011, there were 72,746 households in Basildon Borough (source: Census); it is estimated that this has risen in the decade since to 77,565, a rise of 4,800.

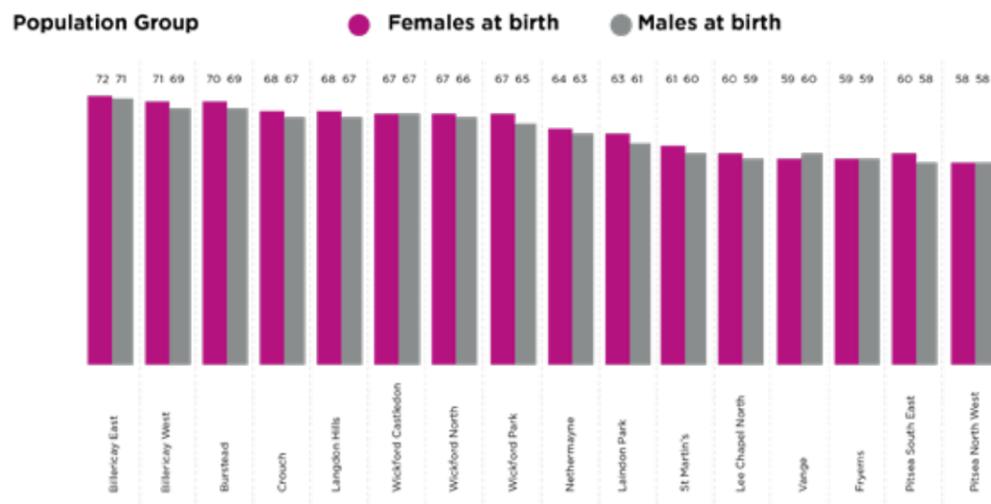
A1.2 Health. Between 2017 and 2019, the life expectancy at birth was 79.4 years for males and 83.1 years for females; this is similar to the England average (79.8 and 83.4 years respectively). The lack of physical activity is linked to high rates of obesity; in 2018, 59.7% of Basildon adults aged over 18 were classed as overweight or obese. In 2018, Basildon was below both the county and national averages for the frequency of walking and cycling; an estimated 21% of residents walked or cycled less than once month.

Between 2009 and 2013, the wards with the highest healthy and disability-free life expectancy at birth were Billericay East, Billericay West and Burstead, with 69 years and above. Fryerns, Pitsea North West and Pitsea South East had the lowest estimates, with almost 10 years difference on both measures.

Disability-free life expectancy (DFLE years) by ward and population group



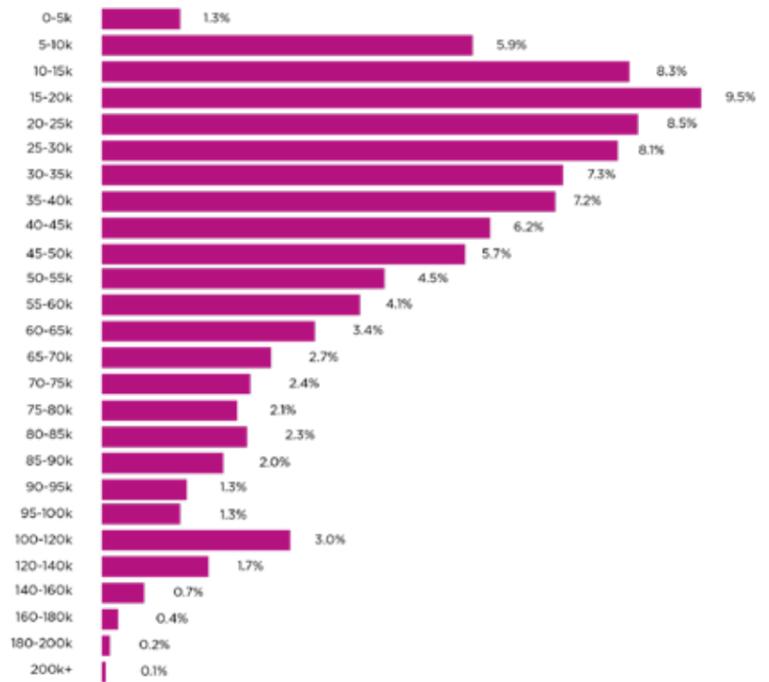
Healthy Life Expectancy (HLE years) by ward and population group



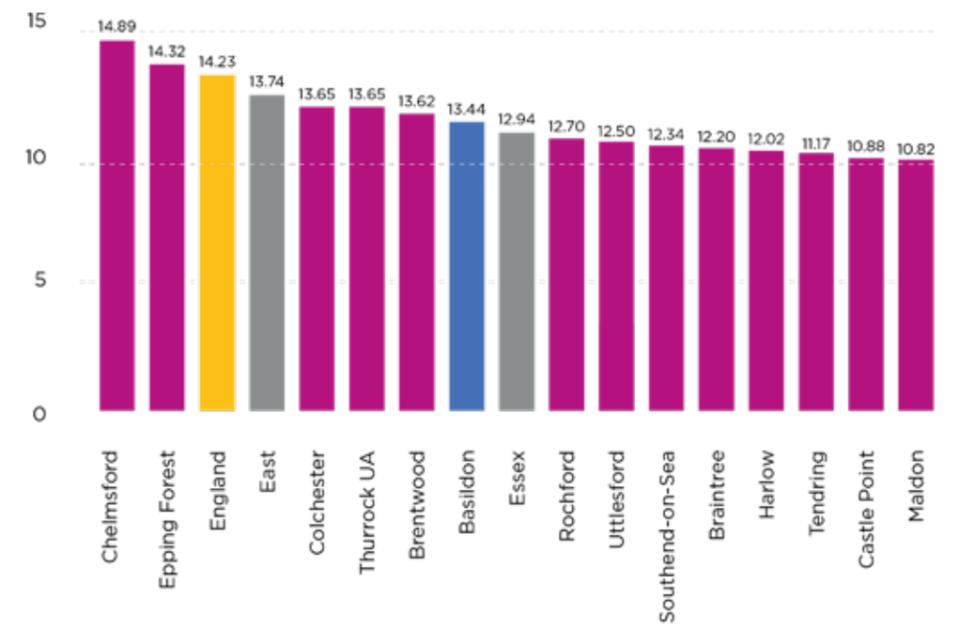
A1.3 Income. In 2021, the median income across the borough is £35,837, which is the 4th lowest median income across Essex districts. 9.5% of Basildon borough households are in the £15–20k bracket. At ward level, Billericay East has the highest median income, with £50,561. The wards with the lowest median incomes are: Vange (£26,904), Pitsea North West (£27,273) and Lee Chapel North (£29,426).

In 2021, the gross hourly pay in Basildon (average), was £13.44, which was below the England level of £14.23.

of households by income band (2021)



Hourly Pay - Gross (£) - For all employee jobs (2021)



A1.4 Education. In 2018, 62.6% of pupils achieved grades 9-4 in English and Maths (a good pass) and 40.7% achieved grades 9-5 (a strong pass). This was lower or similar to the average for Essex as a whole (63.3% and 40.7%).

In 2016, 85% of pupils in Basildon were in sustained Education, Employment or Training at the end of Key stage 4 (Secondary School). This is lower than the average for England (88%). Within this group 74% were in education, below the England average (80%). 3% were in apprenticeships and another 8% were in employment.

After Key Stage 5 (Further Education) the number of young people in education, employment or training was estimated to have reduced to 82%. Of this cohort, 45% were believed to be in Education. The next largest destination was sustained employment, accounting for approximately 27% of the cohort, higher than the England average (20%). 10% were in apprenticeships and 14% were not in any form of sustained education, training or employment.

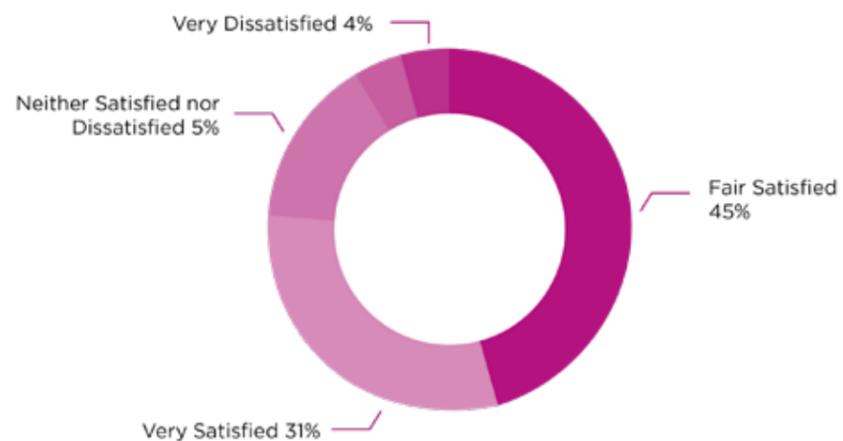
THE BOROUGH PROFILE

A2. PLACE

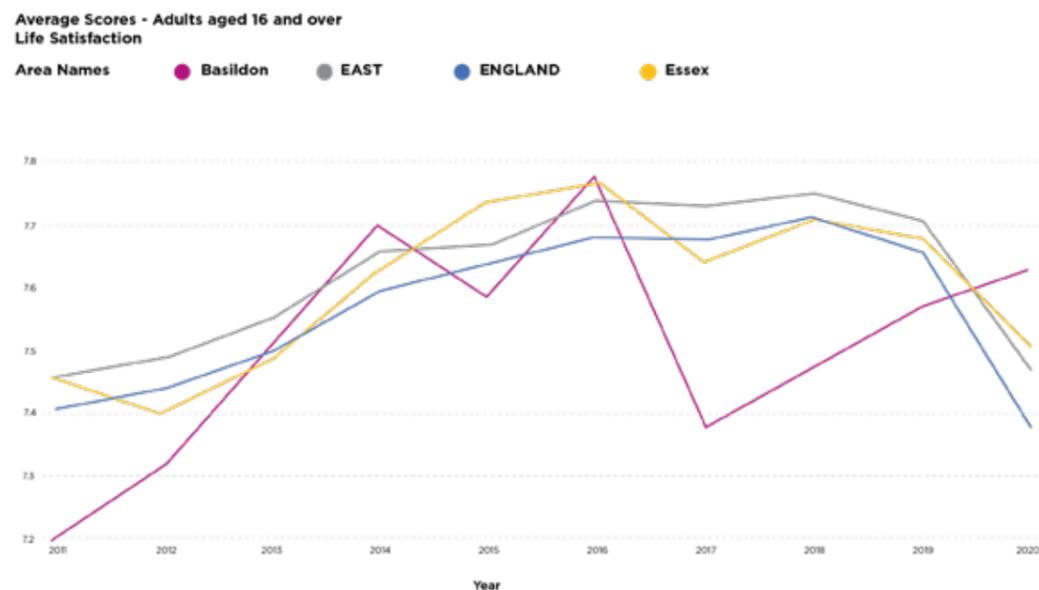
Corporate Plan Ambition: We want Basildon to offer a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods and towns along with the provision of enduring facilities, green spaces and town centres that meet the needs of the community.

A2.1 Resident satisfaction. Research undertaken in 2019 – Our Place phase 1 – told us that 31% of respondents are very satisfied and 45% are fairly satisfied with where they live. However, 31% of respondents have said they feel concerned about the borough, particularly in areas of crime, and road and pavement repairs. Respondents expressed an eagerness to see more businesses within the borough (42%) and more activities for teenagers in their local area (34%).

Satisfaction with the place to live (%)

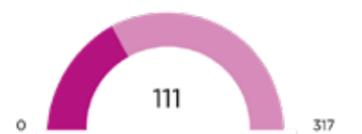


The ONS annual personal well-being estimates indicate that on the measures of life satisfaction, happiness and worthwhileness, residents' views were highly positive (scores above 7 out of 10) – this is similar to England averages. Anxiety levels were, however, problematic – this scored 3.2, again similar to national averages.

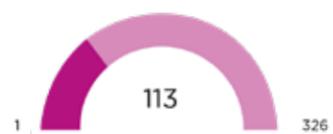


A2.2 Deprivation. In terms of deprivation, Basildon is ranked 111 out of 317 local authorities (source: 2019 Indices of Multiple Deprivation) and the third most deprived district in Essex. The deprivation gap within the borough is substantial, and has not improved since 2015; 11% of the borough's residents continue to live in England's 10% most deprived places and 14% of residents in England's 10% wealthiest.

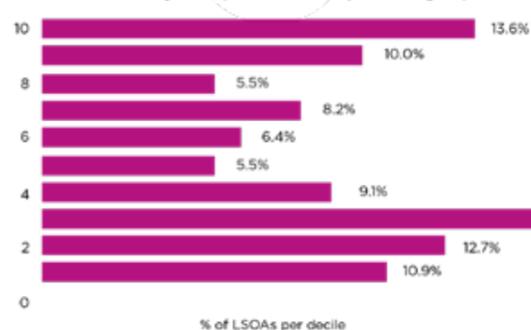
IMD 2019 - Average ranking by local authority



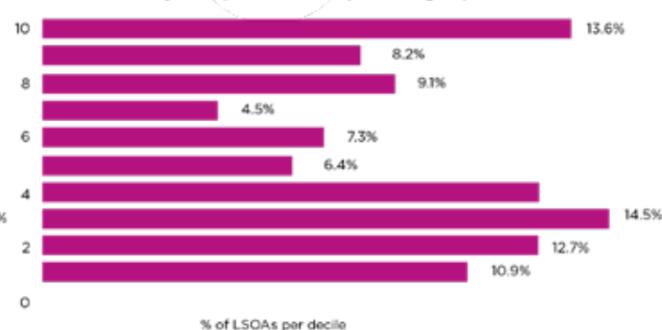
IMD 2015 - Average ranking by local authority



2019 Basildon LSOAs by Decile (where 1 is most deprived in England)



2015 Basildon LSOAs by Decile (where 1 is most deprived in England)



LSOAs are small fixed geographic areas encompassing a population of approximately 1,000 people. The bar charts show the proportion of Basildon's LSOAs that fall in the most deprived 10% of LSOAs nationally.

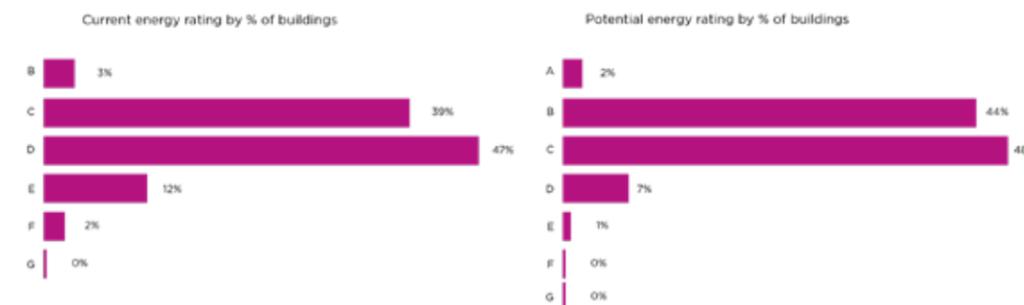
Overall deprivation - 2015 vs 2019

The greatest contributing factors to poverty are crime and education. In terms of crime, 32% of the borough's neighbourhoods are in England's worst decile and this has worsened significantly since 2015. In terms of education, skills and training, 19% of the borough's neighbourhoods are in England's worst decile, although this has improved since 2015. Basildon is the least deprived in terms of living environment, with a rank well above other local authorities (284), and health, with a rank closer to the England average (147).

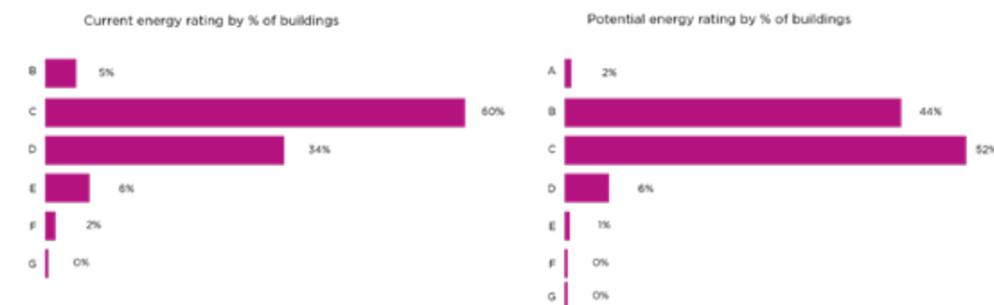
A2.3 Housing. In 2019, the tenure split by dwelling across the borough was: 32.98% owned outright; 32.98% mortgage or loan; 12.16% private rent and 21.88% was socially rented. There were 1,376 households on the Housing Register. It was estimated that the total number of houses in multiple occupation (HMOs) within the borough was 1,200.

In 2021, the general median house price in the borough was £335,000. This represents almost a doubling compared to 2010, when the median price was £175,000.

The average EPC rating of all dwellings owned by the Local Authority in 2020 was C. For the private rented sector, the average rating was D. Energy efficiency improvements across both types of tenures could achieve an overall B rating.



Privately rented properties - EPCs issued between 2010 and 2020



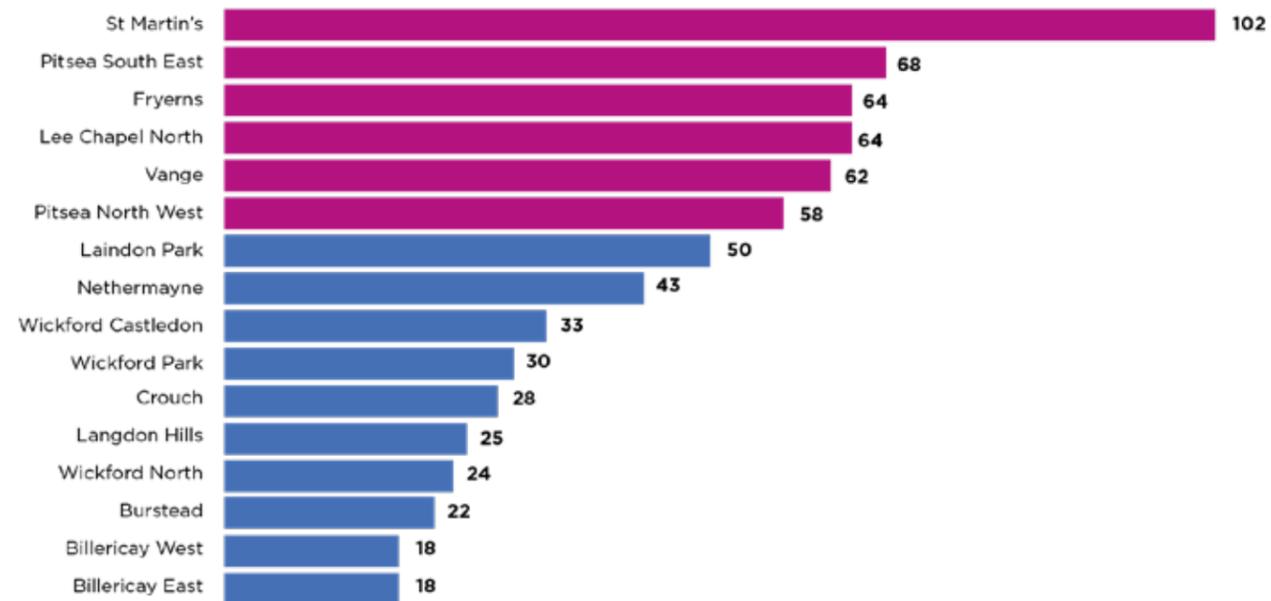
Social rented properties - EPCs issued between 2010 and 2020

A2.4 Crime. In 2020, the reported crime rate per 1,000 people for all types of offences in the borough was 130.2. In terms of violence and sexual offences only, the crime rate was 45.2 per 1,000 people. The ward with the highest rate was St Martin's, whereas the Billericay West and Billericay East wards had the lowest crime rate.

Levels of reported crime - violence and sexual offences only (2020)

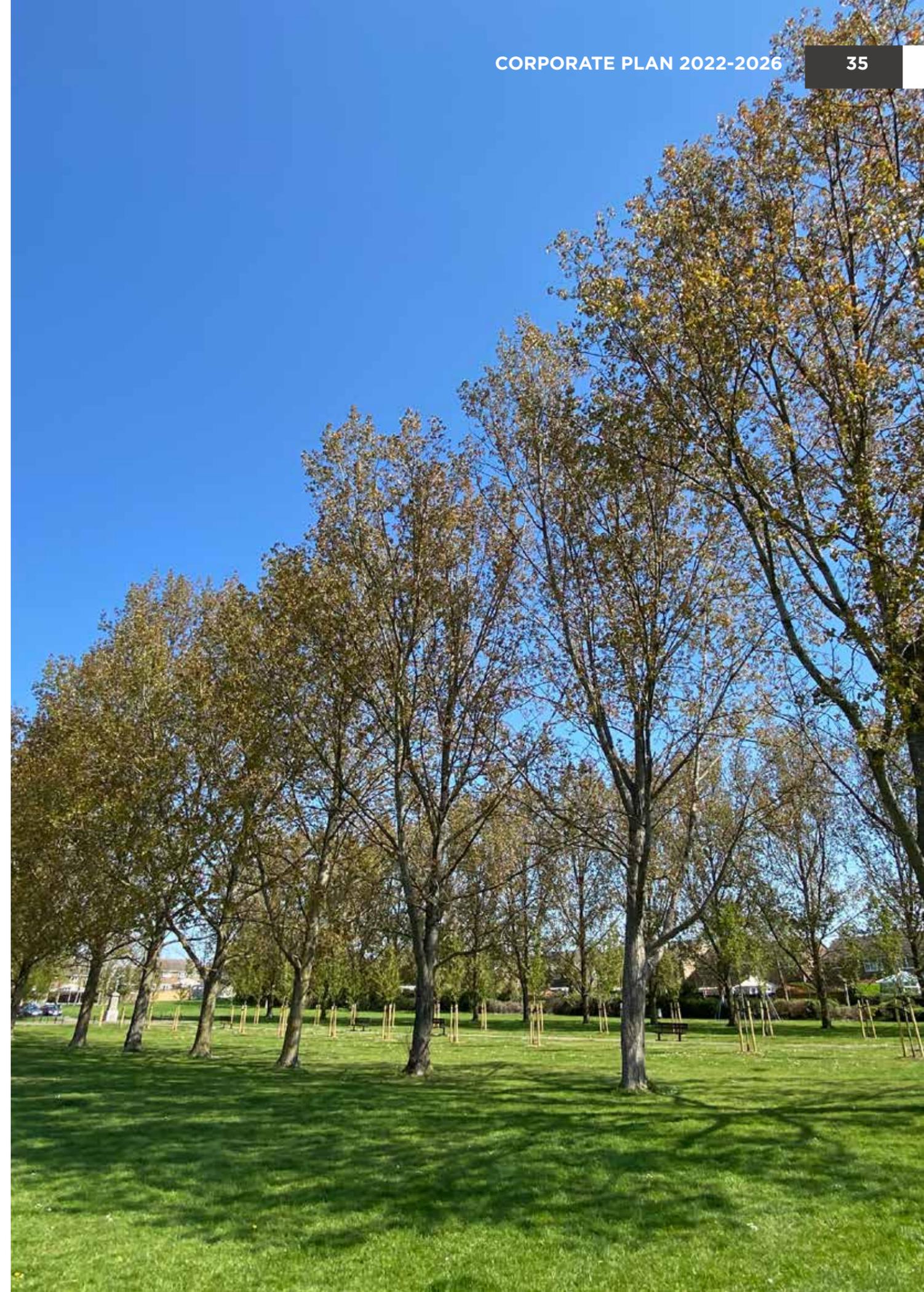
Borough crime rate per 1,000 people - 45.26

Crime rate per 1,000 people by ward (2020)



Crime rate

Source: <https://data.police.uk/> and 2019 ONS mid-year population estimates



A3. PROSPERITY

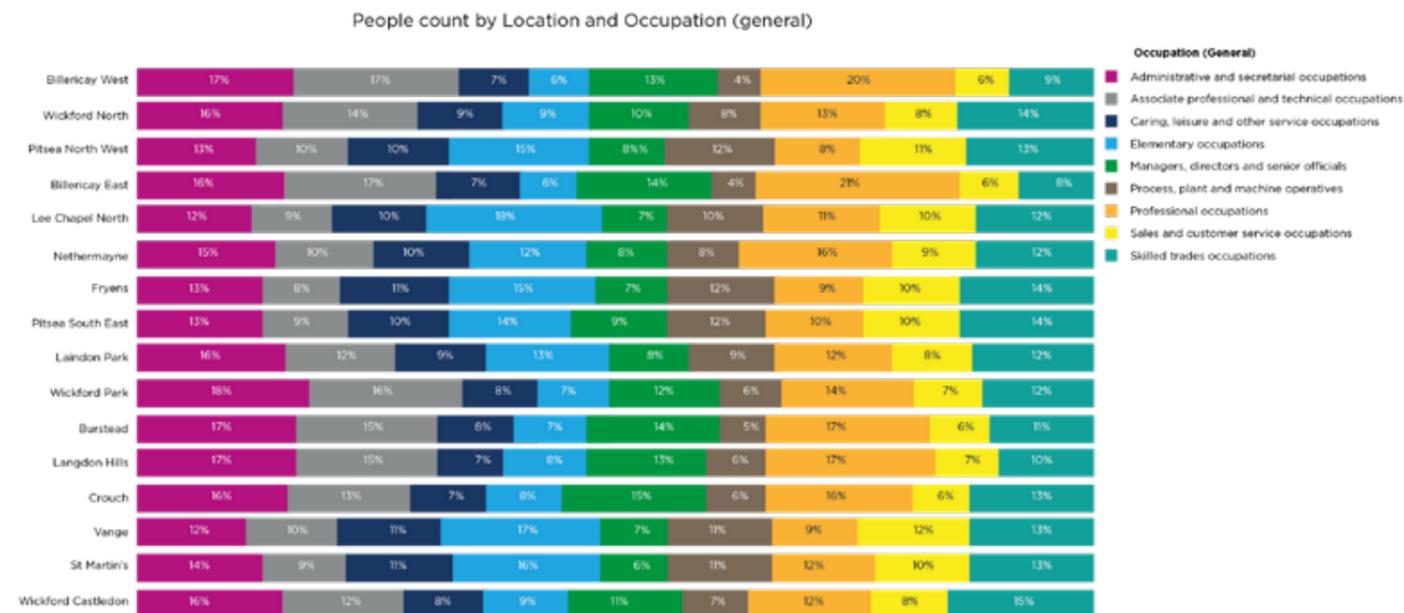
Corporate Plan Ambition: We want Basildon to have a thriving, dynamic and diverse economy where all our communities benefit from increased opportunity and our workforce has the right skills for our local economy and beyond.

A3.1 Business demography. Between 2014 and 2018, the number of active enterprises within the borough rose by 19%, reaching an estimated figure of 8,635. The growth rate was above the England rate (15%) and that for Essex (12%). The most recent figures show that the survival rates of businesses after their first year of trading within the borough varied between 91% and 93% from 2014 and 2018; this is slightly above the England rate (89% and 92%). The 5-year survival rate for businesses founded in 2014 was 41%, similar to that for England as a whole (42%). The business sector consists mostly of micro-businesses (employing up to 9 individuals), with 89% of the total number.

A3.2 Industry sectors and economic activity. In 2021, the borough unemployment rate was 4.3%, similar to the Great Britain average (4.4%) but above that for the East of England region (3.8%). During the 2008 financial crisis, the peak of unemployment in the borough was 8.1%.

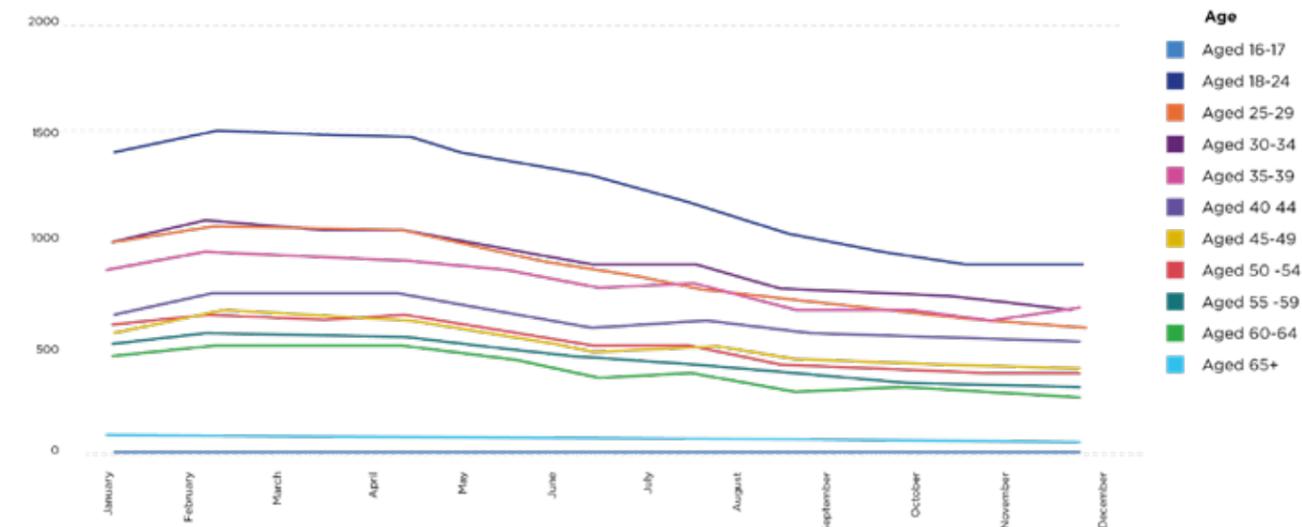
In 2020, the construction industry was the most highly represented in Basildon, with 22% of enterprises in this sector. This was followed by the professional, scientific and technical industry, with 15.54% of enterprises and business administration and support with 9%. 19% of employees were based in the wholesale, retail trade and repair of motor vehicles, followed by health (16%) and professional, scientific and technical activities (10%).

The highest occupied job types in Basildon according to the 2011 Census were high-skilled: professional, associate professional, technical and managerial jobs accounted for 41% of the total people employed. “Low-skilled” jobs accounted for 29% (caring and leisure; sales and customer service; process and machine operatives; elementary occupations). The same proportion (29%) was estimated for medium-skilled jobs: administrative, secretarial and skilled trades occupations. The wards where elementary occupations were most prevalent were: Fryerns (15%), Lee Chapel North (18%), Pitsea North West (15%), St Martins (16%) and Vange (17%). The wards with the highest proportion of managers, directors and senior officials were: Crouch (15%), Burstead (14%) and Billericay East (14%).

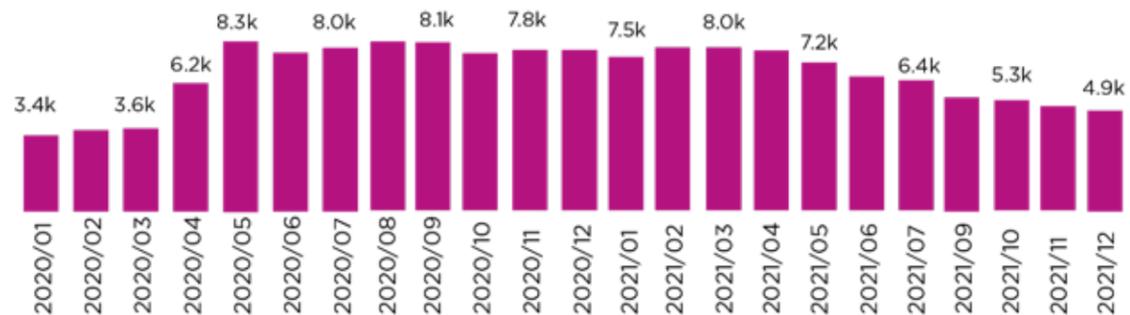


A3.3 Benefits. The number of residents in the borough claiming out of work benefits has risen since March 2020, principally due to the effects of the Covid-19 pandemic. This was most marked amongst 18-24 year olds with claimants from this age bracket more than doubling, from 700 to over 1,500 in December 2020. From May 2021, the number of young adult claimants continued to decline until December 2021, when the number was 890.

of claimants by Year and Age 2021



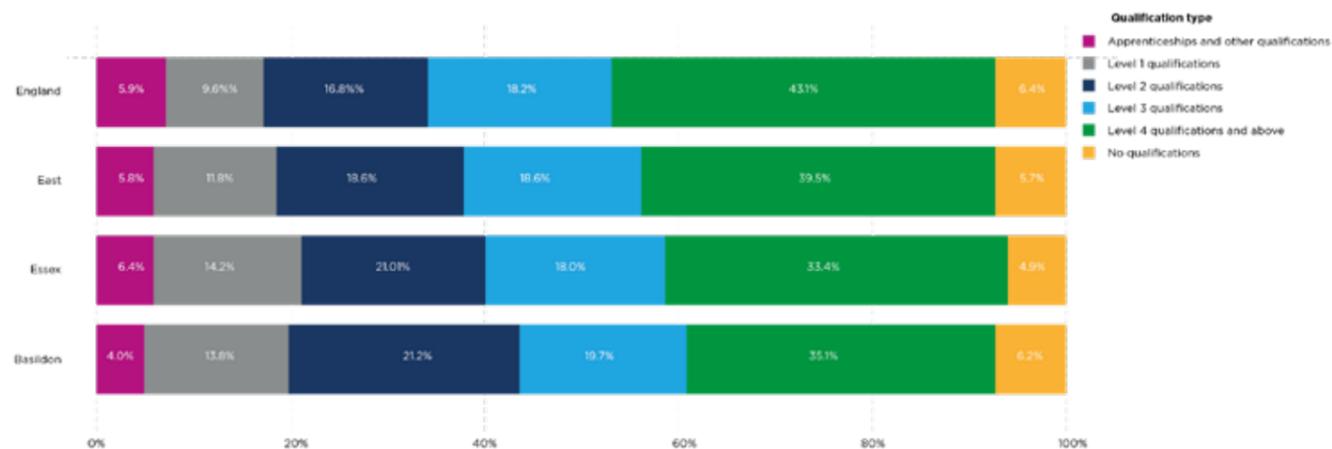
Age profile of claimants in Basildon (2021)



Number of claimants in Basildon Jan 2020 - Dec 2021

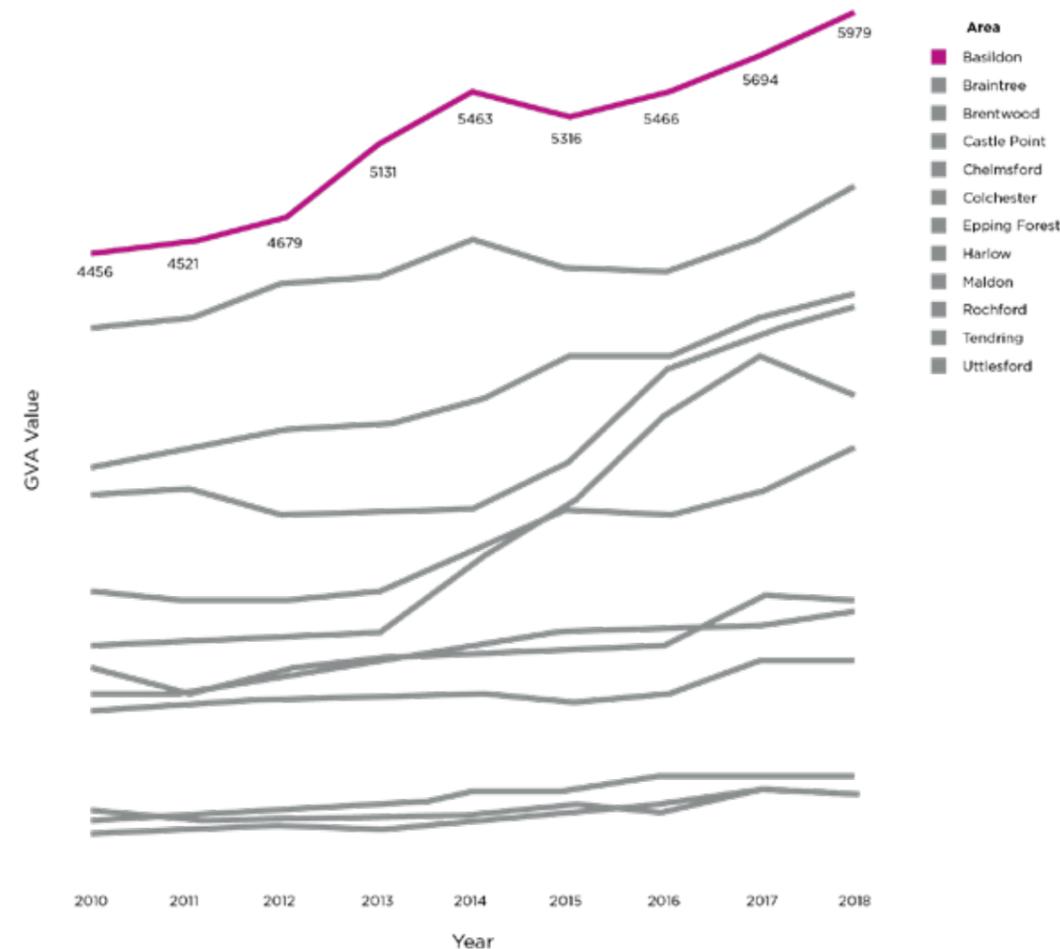
A3.4 Adult skills. There is a significant skills gap between the borough and national estimates. In 2021, only 35% of Basildon borough residents aged 16-64 had an NVQ4+ qualification, whereas across England this was 43%. At 6%, Basildon has the same percentage of people with no qualifications as the national average; the Essex average is 5%. This figure differs significantly between wards across the borough; according to the 2011 Census, 26.1% of adults in Pitsea South East had no qualifications, compared to just 8.2% of adults in Billericay East and West.

% people by Area and Qualification type



A3.5 GVA measure. Basildon borough has the largest economy in Essex; from 2015 to 2018 the gross value added (GVA) grew consistently to an estimated output of £5.9 billion.

GVA across Essex (£million)





Corporate Plan

2022-2026



Basildon Council