



Annual Report 2022/23

Basildon Borough Council

Basildon Centre
St Martins Square
Basildon
SS14 1DL

01268 533 333
www.basildon.gov.uk

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1. Introduction

Welcome to Basildon Borough Council's Annual Report 2022/23.

As part of our commitment to openness and transparency, this report sets out how we have used our resources and finances to serve our residents in 2022/23 and deliver against our ambitions, as set out in the Corporate Plan 2022-26.

2. Annual Report Structure

The Annual Report 2022/23 sets out the performance of the council against the Corporate Plan.

Value for money and the stewardship of resources are reported through the Annual Financial Report and the effectiveness of our governance and audit arrangements through the Annual Governance Statement.

Although separate, these reports form part of the suite that makes up the Annual Report family, and can be found online as follows:

Annual Financial Report: <https://www.basildon.gov.uk/annual-financial-reports>

Annual Governance Statement: <https://www.basildon.gov.uk/governance>

2.1 Annual Financial Report

The Annual Financial Report gives a clear, objective, and balanced assessment of the council's performance in the last financial year and explains the major influences on the council's finances for the year in question and the future. In addition, a summary of accounts is produced each year giving an overview of spending on different services.

The council is preparing the accounts for the 2022/23 municipal year, which ends on 31 March 2023, and these will be published on the website in due course.

2.2 Annual Governance Statement (AGS)

The council is committed to ensuring good governance principles and management practices are adopted in all business activities to ensure public trust. As such, the council maintains a Local Code of Governance, which is a public statement setting out how the council will meet and demonstrate that commitment. It includes the political arrangements, administrative systems, policies, and processes of the organisation as well as the culture and values that underpin arrangements for the effective:

- Allocation of resources in accordance with agreed policies and priorities.
- Sound, transparent, and inclusive decision making.
- Management of the organisation, performance, and accountability for the use of those resources to achieve desired outcomes for service users and communities.

The council will complete an annual review of its governance arrangements for the 2022/23 municipal year, which ends on 31 March 2023, and this will be published online in July 2023.

These supplement the Council's overall performance, governance and assurance framework and reporting which also includes the following:

- Performance reporting to Scrutiny Committees
- Budget and Financial Reporting
- Annual Audit Letter
- Annual Authority Monitoring Report
- Annual Complaints Report
- Safer Basildon Annual Report
- Workforce Profile

3. Corporate Plan

The Corporate Plan 2022-26 is the principal corporate strategy of Basildon Council. It sets out the ambitions for the organisation and the borough using strategic themes. 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 in helping 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 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." The Corporate Plan is subject to annual review.

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 includes:

- 4 themes: People, Place, Prosperity, and Fit for Purpose Council
- 17 outcomes
- 46 activities

Our four Corporate Plan ambitions for People, Place, Prosperity, and a Fit for Purpose Council, are set out on the next page.

The Corporate Plan 2022-26 is available at <https://www.basildon.gov.uk/corporate-plan>

The Local Government Association undertook a Corporate Peer Challenge review of the council in late 2021. The resultant action plan is in delivery with most actions now complete, as confirmed in a Progress Report in September 2022, which can be found at: https://www.basildon.gov.uk/media/11411/LGA-Peer-Review-2021-progress-update-September-2022/pdf/LGA_Corporate_Peer_Challenge_report.pdf

4. Corporate Plan Performance

This report provides performance against each of the themes set out in the Corporate Plan 2022-26 and includes key activity and performance indicators.

PEOPLE	PLACE
We want Basildon to be home to healthy and active local communities able to support themselves and each other.	We want Basildon to offer a high quality of life for all residents through attractive, livable, 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	FIT FOR PURPOSE COUNCIL
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

4.1 People

People Theme overview – *we want Basildon to be home to healthy, and active local communities able to support themselves and each other.*

The Basildon borough population is around 187,600 (2021 Census). This is projected to rise to 206,500 by 2043, an increase of 11% over 22 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).


Corporate Plan Outcomes (People)	Key Deliverables
<ul style="list-style-type: none"> • 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. • We will support those who are vulnerable or less able to help themselves. • We will support the community to recover from the effects of the Covid-19 pandemic and continuing rises in the cost of living. • We will work with partners to reduce health inequality in the borough. • We will provide and support a range of leisure and community facilities and projects to improve residents' health and wellbeing. • We will listen to and work with our communities when making decisions, developing policy and designing services. • We will work with partners to harness the cultural and tourist potential of the borough to position our borough as a visitor destination. 	<ol style="list-style-type: none"> 1. As residents' views are paramount in how we shape and deliver our services, we will develop and 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.


People Theme – Key Deliverables and Significant Activity by Portfolio

Communities


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Connected Communities Strategy	Cllr Sargent	Paul Brace Director of Community & Environment		<ul style="list-style-type: none"> Following the success of the first Community Hub at Briscoe Primary School, a second Community Hub at Janet Duke Primary School was launched in April 2022. This continues the work of Achieve Thrive Flourish (ATF) and the community in putting their asset-based community development model into practice. This year we have supported a local collaborative partnership to deliver 3 Community Involvement Networking events, offering community practitioners to connect and showcase their work across the borough. The council hosted Ukrainian guests at the George Hurd Activity Centre offering opportunities to connect, play and access services such as the revenues and benefits community engagement team. The 4 events culminated in a celebration of Ukrainian Independence Day in August. Our Ukrainian guests are now being supported by key local organisations such as Signpost who are running a speaking club and formal English language provision weekly. The Find Your Active Festival took place on 24 September at Basildon Sporting Village. It saw the largest ParkPlay to date with 210 ParkPlayers contributing to over 300 residents attending. Residents were able to explore offers from the Craig Tyler Trust, Essex Indians, Achieve Thrive Flourish (ATF) and Trailnet. The Communities Team supported the Third Sector Summit, run by Basildon, Billericay and Wickford Council for Voluntary Service (BBWCVS) in November 2022, which saw the launch of its 'Community Exchange App' providing a directory of organisations and services as well as volunteering opportunities, news, local activity and local links.



Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> Essex's first Community Supermarket launched in Laindon Community Centre in December 2022, bridging the gap between food banks and affordable supermarkets. Residents not only can save on their weekly shop, but also connect over a cup of tea and explore other local community services and offers. As of February 2023, the supermarket has 114 members and is growing rapidly.
Inclusion and Diversity Strategy	Cllr Sargent	Paul Burkinshaw Director of Strategy & Governance		<ul style="list-style-type: none"> The Equality Impact Assessment process has been reviewed and updated to ensure it is easier to use. An Inclusion and Diversity training course was created and delivered to staff, with a further look to create more sessions in the future. The Community Diversity Council and Disability Partnership Board groups have been refreshed with a new Terms of Reference and a wider scope available for involvement in council activities. The partnership with Basildon Side by Side that was endorsed by the council on 2 March 2022 has delivered joint working between the two organisations. The council has supported a number of events held by Basildon Side by Side and other community groups including Women Together, Flex Youth Association, Essex Indians, Basildon Pride, South Essex Islamic Trust and the Hate Speech Working Group.
Consultation and Engagement Strategy	Cllr Sargent	Paul Burkinshaw Director of Strategy & Governance		<p>The Strategy was approved by the Communities and Wellbeing Committee on 2 March 2022. In 2022/23 the following has been achieved:</p> <ul style="list-style-type: none"> A Consultation and Engagement Toolkit was produced to support council services undertaking their own consultation and engagement activities, enhancing corporate knowledge and discipline. A new Consultation Planning Document (CPD) template was produced to provide a clear planning approach to consultation activity. A new Consultation and Engagement website portal was designed and is now live on the council's website, enhancing user experience.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> • Authorisation for consultation and engagement activity has been implemented through guidance and the new CPD template. • A guide to assist Members throughout the consultation and engagement has been prepared and issued. <p>Some actions are on-going meaning effort will continue to be invested in these activities:</p> <ul style="list-style-type: none"> • Data arising from consultation activity is now published on the consultation and engagement webpage as a matter of course. • Partnership working with the Disability Partnership Board and Community Diversity Council continues to reach groups and/or individuals whose opinions are now always heard. • Articles on consultation and engagement activity are now a standing item in the Borough magazine. <p>The above has contributed to delivery of the following consultations:</p> <ul style="list-style-type: none"> • Budget consultation - 647 respondents • Climate Change Consultation - 972 respondents • Waste consultation – 5655 respondents (Summer 2022) • Wellstye Green consultation – 51 respondents • Housing Strategy - 161 respondents • South Green consultation – 280 respondents • Waste consultation – 4137 respondents (Feb 2023)
Digital Inclusion Strategy	Cllr Sargent	Stuart Young Director of People and Change		The council's Digital Inclusion Policy was refreshed to ensure it remained fit for purpose and met customer requirements. New web content was delivered, following research on training opportunities for our customers, to provide a list of established training material. Free training opportunities were prioritised when designing support material to ensure residents were not financially excluded. www.basildon.gov.uk/digitalskills

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<p>The council published opportunities for customers requiring further support or information due to a disability or a condition affecting their accessibility to ensure no one is excluded. www.basildon.gov.uk/AccessibleToAll</p> <p>Through work with ASELA all public buildings identified by the council have full fibre access. Thanks to funding of £6.9m secured by ASELA's Digital Programme 200km of fibre was rolled out across South Essex.</p> <ul style="list-style-type: none"> The council designed and implemented an enterprise application to enable an improved customer experience. As part of this a re-design of certain services was undertaken, including how we manage complaints and how we process Freedom of Information and Subject Access Requests.
Working Together with Local Councils	Cllr Sargent	Paul Burkinshaw Director of Strategy & Governance		<ul style="list-style-type: none"> The Commission was set up in autumn 2022 to explore together what opportunities might exist for the borough council and local councils to work more closely together to improve the delivery of services to residents and the associated issues with doing so. It met three times to March 2023 and will next review a draft council policy to enable and support local councils to deliver their local ambitions.

Leisure, Wellbeing, Arts and Culture


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Health & Wellbeing Strategy	Cllr Henry	Paul Brace Director of Community & Environment		<ul style="list-style-type: none"> Over 45,000 instances of communities participating in the various Find Your Active Basildon sponsored initiatives throughout the year including ParkPlay, Street Tag, Dance on Prescription and more. Backside to Trackside returned with 81 new participants over two cycles completing the programme to be able to run 5k. The development of Pitsea Pool is now underway with works set to complete in winter 2023. The new Trust Links Growing Together facility development is fully underway in Vange with it set to open in Q1 of 2023/24. A new Changing Places facility has opened in Wat Tyler Country Park in partnership with Essex County Council. The new Knights Surgery has opened in the grounds of the Basildon Sporting Village. This innovative approach to supporting community health and wellbeing is an exciting outcome for the borough. Basildon's Dementia Action Alliance (DAA) was pleased to be accredited as Working Towards Being a Dementia Friendly Community by the Alzheimer's Society in April 2022. The Alliance is working to improve the lives of people living with dementia and/or their carers in the borough and is made up of members from 22 organisations. The council has worked with Active Essex in 2022/23 to deliver Holiday, Activity and Food (HAF) programmes to young people eligible for free

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<p>school meals, delivering on average 26 clubs per school holiday, inclusive of half-terms.</p> <ul style="list-style-type: none"> The council received green 'Modeshift' accreditation for work on promoting sustainable transport for staff. Basildon Activity Awards 2022 celebrated the talent, commitment and determination of individuals, clubs and groups who contribute to sport and physical activity in the borough. The annual event is run by Active Basildon and supported by the council. 37 shortlisted nominees were announced across nine categories during the awards ceremony on 16 November 2022. Two Special Recognition awards were also presented for outstanding contribution to physical activity within the borough.
Pitsea Swimming Pool	Cllr Henry	<p>Tomasz Kozlowski</p> <p>Director of Growth</p> <p>Paul Brace</p> <p>Director of Community & Environment</p>		<p>A new 25m four lane swimming pool, as an extension to Eversley Leisure Centre in Pitsea, began construction in December 2022. The new facility will include a Changing Places facility and pool pod for improved accessibility and inclusivity, along with additional car parking for the facility. The pool is expected to be complete in December 2023.</p>
Play Review	Cllr Henry	<p>Paul Brace</p> <p>Director of Community & Environment</p>		<p>Investment was approved for play area improvements at eleven sites across the borough. Works have been completed at the following sites:</p> <ul style="list-style-type: none"> Holy Cross - £100,000 investment Rowenhall - £37,000 investment Langleys - £40,000 investment Vange Hill Drive - £62,000 investment <p>Works are in progress at the following sites:</p> <ul style="list-style-type: none"> Lake Meadows - £173,000 investment




Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> Northlands Park - £225,000 investment <p>Contracts have been awarded and works will be commencing over the coming weeks at the following sites:</p> <ul style="list-style-type: none"> Colville Mews - £22,000 investment Woburn Place - £29,000 investment Great Berry Open Space - £60,000 investment Luncies Road - £80,000 investment Steepleview - £60,000 investment.
Laindon Community Centre	Cllr Sargent	Lesley O'Shea Director of Housing & Property Paul Brace Director of Community & Environment	▶	The final phase of works to complete LCC is proposed to start imminently, subject to Cabinet approval on 16 March 2023, with Morgan Sindall undertaking c.£2m of works including significant mechanical and electrical upgrades, new meetings rooms and gym area and specialist changing rooms.
Creative and Cultural Industries Strategy	Cllr Henry	Paul Brace Director of Community & Environment	▶	The Creative and Cultural Industries Strategy is being developed and is due to be considered by Members in the 2023/24 municipal year.

Enforcement and Public Order

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Safer Basildon Partnership Strategy	Cllr Baggott	Lesley O'Shea Director of Housing & Property	▶	<p>The Safer Basildon Partnership Strategy was agreed at Full Council on 17 November 2022. An action plan to deliver the new strategy was agreed by the Safer Basildon Partnership. Key outcomes include:</p> <ul style="list-style-type: none"> • Community Safety pop up events in Basildon Town Centre, Wickford High Street, Basildon Hospital and Pitsea centre. • Educational programmes delivered in local schools on staying safe online and addressing anti-social behaviours and their impact on the community • A project via external funding bid to support women at risk of violence • Joint project with Essex Police and First Bus to improve perception of safety at the Basildon Bus station has led to funding for the installation of CCTV cameras, which are due to be installed in April 2023. <p>Community Safety Warden Patrols have been operational since 6 June 2022. They focus patrols based on daily intelligence of emerging issues or hot spots, alongside their regular patrols to monitor and enforce the borough-wide Public Spaces Protection Order. During the first 6 months they issued 3 Fixed Penalty notices, 4 written warnings and 85 verbal warnings in relation to the PSPO prohibitions. This has led to reduced levels of reported youth anti-social behaviour in our parks in Billericay and Pitsea, disrupting planned car cruising events in Basildon and Pitsea, and pony and trap usage within parks in Wickford. Over 50 anti-social behaviour (including drug related) incidents were witnessed, which have assisted the council and Police to take enforcement action.</p> <p>A PSPO Annual Review Update, including recommendations for variations to the order and extension of the Community Safety Warden contract, is being considered by Cabinet on 16 March 2023.</p>
Responding to Domestic Abuse	Cllr Baggott	Lesley O'Shea	▶	<ul style="list-style-type: none"> • Frontline officer training on 'Complexities of Domestic Abuse' has been delivered to support staff in delivering effective services.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Policy and Strategy		Director of Housing & Property		<ul style="list-style-type: none"> • Online Domestic Abuse training for officers delivered as part of the Safeguarding Adults course – updated to reflect the provisions of the Domestic Abuse Act 2021. • Effective relationships have been developed with partners, including Essex County Council, Essex Police, MARAC (Multi Agency Risk Assessment Conference), Adult & Children's Social Care, with a noticeable increase in positive outcomes and collaborative working. • Joint briefings with the police are in place which has improved information exchange both a strategic and operational level leading to better outcomes for victims. • Funding has been secured for the provision of two specialist workers to increase accessibility for people with protected characteristics, and to address gaps in provision. • Work with the Communications Team has been undertaken to provide helpful information for the public and signpost partners as part of the 'Are You Ok' campaign on the Council website.
Corporate Enforcement Policy	Cllr Baggott	Paul Burkinshaw Director of Strategy & Governance		<p>This policy sets out the council's approach towards enforcement and non-compliance with the law and Codes of Practice. It provides guidance on the range of options that are available to achieve compliance with the legislation that we enforce, and how discretionary powers may be used to regulate and raise standards in various sectors. It communicates the council's approach to dealing with non-compliance to those affected by its activities and officers of the local authority. It also sets out the principles applied to encourage smarter, risk-based enforcement, while ensuring that council officers act in accordance with it. The policy is not in itself a statement of law and does not affect the discretion of the council to take legal proceedings where this is felt to be in the public interest. It will be presented for Member approval at Cabinet in the 2023/24 municipal year.</p>

Key

	In Progress
	Deadline approaching
	Deadline passed / delayed

4.2 Place

Place Theme Overview - *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.*


Situated 25 miles to the east of London, the borough occupies an area of 42.5 square miles (110 km²) and is served by two major roads and two major railway lines, all of which run west to east across it. 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. Air quality in the borough is an issue – the borough 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.


Outcomes (Place)	Key Deliverables
<ul style="list-style-type: none"> • We will continue to enhance our parks and open spaces to improve the quality of life of all our residents. • We will work with residents and businesses to keep streets and neighbourhoods clean and well-presented. • We will renew our estates and deliver our housebuilding programme to ensure that residents enjoy modern homes and facilities. • We will work with partners to secure better active travel options. 	<ol style="list-style-type: none"> 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. 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.

Place Theme – Key Deliverables and Significant Activity by Portfolio


Environment and Climate Change


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Climate Change Strategy	Cllr Blake	Paul Brace Director of Community & Environment		<ul style="list-style-type: none"> • The Climate Change Strategy has been refreshed to incorporate an updated action plan. • A public consultation has been completed to gather the views of local residents on climate change, our local response and the Climate Strategy. • Work has been done with the Essex Climate Anchors Working Group (local authorities, NHS, education and third sector) to collaborate on projects including around retrofit and the rollout of fuel poverty training. • Sustainable Warmth Funding – additional £1.8 million of grant funding to improve energy efficiency in local homes, delivered through an inter-authority arrangement through the Greater South East Net Zero Hub. • LED lighting has been installed in council-owned street lighting, including in commercial areas, as an invest-to-save project agreed as part of the council's 2022/23 budget. • An ongoing Small Changes, Big Impacts communication campaign has been delivered to promote behaviour change, including through corporate branding in relation to projects which positively impact on reducing carbon emissions. • The Waste Strategy Programme to modernise the Refuse and Recycling Service, including the use of route optimisation software, has been delivered. • A DLUHC funded project has been carried out to support the delivery of information and enforcement in relation to private sector landlords under the Minimum Energy Efficiency Standards Regulations.



Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> Promotion of grant-funded retrofit skills training to local residents and businesses has taken place in conjunction with Essex County Council. Carbon Literacy training has been completed by some officers in the Leadership Team to support a review of wider rollout.
Waste Strategy Delivery Programme	Cllr Blake	Paul Brace Director of Community & Environment		Basildon Council approved a new waste strategy in 2019, focused on achieving a 65% recycling rate by 2035, increasing ownership over waste, boosting recycling rates and meeting changes in legislation. In 2022, a separate collection of food and garden waste was introduced. Following further public consultation, non-recyclable waste will be collected through a wheeled bin and recycling through reusable bags from autumn 2023. These changes could reduce the CO2 footprint of waste collections by over 40% and remove over 10 million single use plastic bags from production each year, as well as adding up to 11 percentage points to our recycling rate.
Biodiversity Programme	Cllr Blake	Paul Brace Director of Community & Environment		<p>The new dedicated Biodiversity Officer has enabled the Parks and Countryside team to enhance already good relationships with our “Friends” groups, societies, Essex County Council and government bodies in pursuit of shared outcomes.</p> <p>The Parks and Countryside service is working with Planning colleagues to ensure biodiversity gains are made through several S106 income streams, with forward planning in place for future developments.</p> <p>In 2022/23 the council has planted over 8,500 trees, sown the equivalent of 124 tennis courts in wildflower meadow seed, and introduced the cut and clear approach to make our wildflower meadows more sustainable.</p>


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<p>Planting of the Beauchamps orchard was undertaken in February 2023 to complete the 26-acre extension to Wickford Memorial Park, with two new nature zones expected to be opened to the public in 2023/24.</p> <p>Many restoration projects are in progress with a change to our approach to maintaining some sites by introducing cut and clear. The countryside team has also undertaken the coppicing in-house at Norsey Wood to introduce a more sensitive approach as opposed to the previous commercial approach. This has increased the biodiversity of the site at the same time as meeting our targets with Natural England and the Forestry Commission.</p>
Tree Strategy	Cllr Blake	Paul Brace Director of Community & Environment		Work will be undertaken in 2023 to map all trees across the borough to allow the council to manage them appropriately. This follows works undertaken in Chalvedon and Felmores to ensure that trees facilitate and support the wellbeing of all our residents now and into the future.


Housing and Estate Renewal


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Safe and Sound Estates Programme	Cllr Schrader	Lesley O'Shea Director of Housing & Property		<p>Investment in the Safe & Sound Programme was approved by the council in February 2022, following agreement by the Housing and Estate Renewal Committee that Felmores, Lee Chapel North and Five Links would form the first wave of estates within the programme.</p> <p>The key objectives of the Safe & Sound Programme are to:</p>




Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> • Improve the health, safety, and well-being of estate residents • Contribute to strengthening each estate's community • Build out future cost • Design out crime and ASB (Anti-Social Behavior) • Make a visible and positive difference to aesthetics of the area. <p>The programme is now being implemented, with the first Estate Improvement Plan being created for Felmores Estate. Projects include:</p> <ul style="list-style-type: none"> • Refuse and recycling improvements • Public realm improvements • Neighbourhood greening activities via Trust Links • Security improvement including CCTV and door entry systems.
Tenant and Leaseholder Engagement Strategy	Cllr Schrader	Lesley O'Shea Director of Housing & Property		<p>The Tenant and Leasehold Engagement Strategy continues to be implemented with a range of methods used to increase involvement.</p> <ul style="list-style-type: none"> • The formal Tenant and Leasehold and Home Group Panels have been re-established and met quarterly, with the specific Leasehold Panel meeting 6 monthly. • Tenant and Leasehold representatives are invited to attend Scrutiny Panels where matters relating to housing are reviewed. • 333 residents signed up to the Residents Voice and receive regular information and opportunities to comment or get more involved on specific issues of interest to them. • The Resident Involvement Team has set up and attended over 60 community and estate-based events throughout the year. <p>Recording all tenant and leaseholder engagement opportunities across all housing teams will continue next year, particularly with</p>

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				the new social housing regulation coming into effect from April 2023. This process has started and during Q3 in 2022/23 nearly 500 tenants and leaseholders were either involved in formal settings, gave feedback on issues or were able to influence choices for improvements within their homes. During February 2023 tenant and leaseholders were able to express their views on the Repairs Service as part of a wide-scale review. Work is ongoing to gain a better understanding of tenant and leaseholder perceptions and an annual satisfaction survey will be implemented from June 2023.
Housing Strategy	Cllr Schrader	Lesley O'Shea Director of Housing & Property		The Housing Strategy 2018-23 expires this year and work has commenced on developing a Housing strategy for 2023-28.
HRA House Build Programme	Cllr Schrader	Lesley O'Shea Director of Housing & Property		As of February 2023, the Housing Revenue Account (HRA) approved programme of 371 social housing homes comprising: <ul style="list-style-type: none"> • 104 social housing homes delivered through the HRA New Build Programme and 42 homes in total delivered through the HRA Acquisitions Programme. • 79 new homes are presently onsite under construction. • 31 social housing homes will be delivered in 2023 for borough residents. • 146 new homes are progressing through the pre-planning phases, including 35 homes that have either achieved planning or are awaiting Planning Committee dates. • The HRA presently has a pipeline of 100+ homes subject to feasibility and viability assessments.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<p>The Nevendon Place, Burnt Mills development was completed in August 2022. It supplied 16 units as part of the Rough Sleeper Accommodation Programme, including 6 Solohaus pods donated by Hill Group. It was recognised as an exemplar of partnership working with Hill Group, Salvation Army, Peabody, Morgan Sindall, Homes England and Lighthouse. Both Nevendon Place and Acorn House were shortlisted for nationally-recognised Inside Housing Awards and won the Essex Housing Awards 2022 for 'Delivering Services for Vulnerable People' and 'Meeting Housing Need'.</p>
<p>Sempra Business Plan</p>	<p>Cllr Schrader</p>	<p>Lesley O'Shea Director of Housing & Property and Mandie Skeat Deputy Chief Executive</p>	<p></p>	<p>As of February 2023, Sempra Homes has a programme of 505 homes comprising:</p> <ul style="list-style-type: none"> • 139 new homes already delivered through multiple schemes. • 184 new homes with planning approval ready for delivery. • 182 new homes progressing through pre-planning phases. • Sempra Homes presently have a pipeline of 500+ homes being assessed for feasibility and viability. <p>The latest Sempra scheme, Monarch Place in Billericay, was completed in March 2022 with 30 shared ownership properties fully occupied; a scheme that showcases our commitment to prioritise quality homes for borough keyworkers and residents.</p> <ul style="list-style-type: none"> • Inward investment agreement with Davis Construction to localise supply chains, apprenticeships and local labour. <p>Sempra Homes has continued an excellent track-record of funding success in 2022/23:</p> <ul style="list-style-type: none"> • A total of £2.15m awarded from two rounds of Brownfield Land Release Funding, helping deliver schemes for Basildon residents at Broadmayne, Chapelgate and Ghyllgrove.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> Sempra has also maintained Investment Partner Status in 2022/23 for the Shared Ownership Affordable Homes Programme with Homes England, bringing much-needed funding to support delivery. <p>Successful partnership development for Ghyllgrove with Stonebond Properties, a national developer of high-quality homes.</p> <ul style="list-style-type: none"> 2022/23 has also seen Sempra Homes shortlisted for the nationally recognised Inside Housing awards and regional Essex Housing Awards, with a result of being highly commended for both Monarch Place and Housing Professional of the Year
Brooke House Redevelopment	Cllr Schrader	Lesley O'Shea Director of Housing & Property		<p>The council has committed to a significant investment in the refurbishment of Brooke House and preliminary works are now underway with visible mobilisation and site set up to the surrounding areas in March 2023.</p> <ul style="list-style-type: none"> The planning application was approved in July 2022. Social Housing Decarb Wave 2.1 funding submitted for new heating, wall insulation, LEF lighting, roof and windows in November 2022. A project update newsletter was delivered to all residents in January 2023. Proposed works are due to commence with scaffolding erected to the block in April/May 2023. <p>It is anticipated that all external and internal improvements will take 18 months to complete.</p>

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Homelessness and Rough Sleeper Prevention Strategy	Cllr Schrader	Lesley O'Shea Director of Housing & Property		<p>Levels of street homelessness in Basildon continue to reduce through continued close working with partners and a dedicated commitment to ending rough sleeping.</p> <p>In 2022 the existing rough sleeper inreach and outreach contracts were combined to a single provider to provide additional value for money and greater consistency for our clients, allowing the same organisation to provide support throughout their journey.</p> <p>Through use of a range of accommodation options such as hostels, B&B's, supported housing and creative and flexible use of our own stock, the council can ensure a wide range of solutions for people and families experiencing homelessness.</p> <p>We also refreshed our Rough Sleeper Initiative accommodation in Barleylands, refurbishing the building and taking in a new cohort of 6 residents to fully occupy the building.</p> <p>In January 2023 occupation of our rough sleeper supported move-on scheme commenced. This facility brings an empty office building into residential use, and provides 16 fully furnished 1-bedroom flats, supported by Peabody and the Salvation Army.</p>

Key	
	In Progress
	Deadline approaching
	Deadline passed / delayed

4.3 Prosperity

Prosperity Theme Overview - *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.*

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%.

Outcomes (Prosperity)	Key Deliverables
<ul style="list-style-type: none"> • We will promote the borough as a place to do business, to invest, and compete in the global economy • 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. • We will use our influence to continue to power economic growth, capturing the opportunities that arise to benefit everyone fairly. • We will support businesses to recover from the effects of lockdown and the Covid-19 pandemic. • We will work with businesses and communities to revive our town centres and to recover from the Covid-19 pandemic. • We will use our planning powers to ensure homes are provided to match the full range of need across the borough. 	<ol style="list-style-type: none"> 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.




Prosperity Theme – Key Deliverables and Significant Activity by Portfolio



Economic Development and Business Engagement

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Economic Development Strategy	Cllr Hedley	Tomasz Kozlowski Director of Growth		<ul style="list-style-type: none"> Developed a Business Engagement Plan, enhanced internal processes to strengthen strategic business engagement and developed an account management model to maintain relationships with the key strategic firms in the borough. Organised Basildon Business Expo with Essex Chamber of Commerce to showcase a range of business support, which attracted over 450 visitors. Launched the Good Employer Charter to reward good employers in the borough. Secured over £1.2m of UKSPF funding into the area, by working with a local panel of stakeholders to agree an Investment Prospectus for the borough. Helped to secure over £1.27m into the South East Create Growth Programme, leading the bid writing process for this Investment Readiness Programme, led by Kent CC. Secured funding for a feasibility study into establishing a Healthcare Social Innovation Incubator, to stimulate new businesses in the area. Submitted a £4.5m bid to Arts Council England to convert the Robins Cinema/BHF into a Centre for Screen and Immersive Digital Technologies (result pending). Developed an Inward Investment Action Plan, enhanced internal processes and begun to implement the plan. Secured over £36k from First Bus, Essex Police, and the Essex Police and Crime Commissioner towards enhancing the CCTV system in Basildon Town Centre.


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> Established Town Teams in Wickford and Billericay, to begin to explore the potential of working together to improve the vitality and attractiveness of these towns. Organised the Your Futures Careers Fair in October 2022, attracting over 900 young people and increased visitors to the Advice Store by over 350%. Established a Quarterly School and College Careers Forums, an Industry Champions Programme, and ongoing schools careers programme. Established a Construction Skills Working Group, to bring together employers and construction businesses to plan a range of strategic labour market interventions.
ASELA: South Essex Technical University	Cllr Baggott	Tomasz Kozlowski Director of Growth		<ul style="list-style-type: none"> The business case has been developed and approved by both the ASELA Joint Committee and the South Essex Technical University Partnership Board. Funding of £155k has been secured to support phase 2 project delivery. South Essex Advanced Technical Skills (SEATS) Ltd. was formally established in February 2023. Pump priming of £240k has been secured from the Thames Freeport Governing Board and an additional £570k pending approval of the Thames Freeport Full Business Case by Government.
Borough Growth Vision	Cllr Hedley	Tomasz Kozlowski Director of Growth		Following from Cabinet approval of the Basildon Town Centre Vision, the Basildon Borough Strategic Growth Plan has been developed and is being reviewed with key stakeholders.



Regeneration




Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Basildon Town Centre Delivery Programme	Cllr Rimmer	Tomasz Kozlowski Director of Growth		<ul style="list-style-type: none"> Following engagement activities with key stakeholders, the Basildon Town Centre Vision was endorsed by Cabinet in February 2023. Empire Cinemas Ltd are progressing with their fit out and it is anticipated that the cinema will be open Spring/Summer of 2023. A further 2 commercial units have been let to Nando's and Kaspas who are both trading well. A Public Realm Strategy has been prepared and costed for temporary and permanent spaces within the town centre in readiness to be moved into delivery. Plans to redevelop the former post office are being progressed to bring forward a mixed-use scheme comprising 54 new residential units across 10 storeys, and ground floor commercial space. Plans are being prepared for the Great Oaks Creative and Immersive Quarter to bring back vacant properties into use for cultural activity.
Basildon Ambulance Hub - Nethermayne	Cllr Rimmer	Tomasz Kozlowski Director of Growth		The development agreement with the Ambulance Service is nearing completion. Once agreed the VEAT notice will be issued. The next step is for the design and planning process to be progressed.
Laindon Public Realm	Cllr Rimmer	Tomasz Kozlowski Director of Growth		There is funding in place to undertake public realm improvements outside Laindon Library. Detailed designs are being finalised to enable the project to progress through to the planning and delivery phases.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Pitsea Regeneration Programme	Cllr Rimmer	Tomasz Kozlowski Director of Growth		Options are to be progressed to develop proposals for Phase 2 and to bring forward a health-led residential scheme. Discussions are taking place with health partners, ECC and other key stakeholders to understand future space requirements.
Wickford Regeneration Programme	Cllr Rimmer	Tomasz Kozlowski Director of Growth		<ul style="list-style-type: none"> The council is currently working with an adjoining key landowner to bring forward a new major food superstore in Wickford Town Centre. The temporary road closure on Wickford High Street, to develop the market, continues on Saturdays. This has helped to grow the market to over 20 stalls. Officers continue to work with ECC to encourage footfall in the town centre and growth of local businesses. A legal agreement is also being progressed between the Council and Sempra Homes to bring forward a vacant brownfield site at Woodlands Road for a new mixed-use development

Strategic Planning and Infrastructure

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Local Plan	Cllr Moore	Tomasz Kozlowski Director of Growth		<ul style="list-style-type: none"> The development of the new Local Plan continues aligned to the agreed Local Development Scheme. Preparations for the Issues and Options consultation is progressing well and the final version of the consultation document is recommended for approval by Council on 23 March 2023, alongside the Consultation Approach and Communications Plan. A new platform called Common Place has been commissioned to host the consultation and officers are undergoing training on this platform.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Parking Strategy	Cllr Moore	Paul Brace Director of Community & Environment		<ul style="list-style-type: none"> The first phase of developing a parking strategy for the borough is complete, with over 1,700 people responding to the first public consultation. Potential interventions are now being considered and further resident engagement will be undertaken during 2023.
ASELA: Infrastructure and Housing	Cllr Baggott	Tomasz Kozlowski Director of Growth		<ul style="list-style-type: none"> The strategic place-based partnership with Homes England, one of just two strategic place-based programmes in the country, was signed in January 2022. A pipeline of stalled sites where an intervention is required has been developed. The new joint venture between ASELA and a range of Housing Associations was launched in December 2022. Recruitment to the Programme Director post funded by Homes England is underway.

Key	
	In Progress
	Deadline approaching
	Deadline passed / delayed

4.4 Fit for Purpose Council

Fit for Purpose Council Theme Overview - *To be successful in delivering the Corporate Plan, the council must have a solid foundation of good governance and sound financial management. Basildon's Local Code of Corporate Governance sets out our commitments to good governance, which ensures that we are doing the right things, in the right way, in line with our values to enable delivery of the Corporate Plan.*


Outcomes and key activities	(Fit for Purpose Council)
<p>Finance and Resources:</p> <ul style="list-style-type: none"> • Generating income through commercial activity and seeking to embed commercial thinking throughout the organisation. • The ongoing review and redesign of services as part of the Organisation Strategy. • Developing the activity of Sempra Homes. • A focus on growing income from business rates through supporting economic development. • Working with partners to more effectively deliver services and positive outcomes for residents. • Generating new ideas for delivering efficiencies. • Optimising the council's use of technology to enable new ways of working and improving service quality for our residents. • Ensuring the council's assets are used effectively and efficiently. <p>Organisation Strategy and Values:</p> <ul style="list-style-type: none"> • 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. • Continued development of our workforce so that they are appropriately skilled to meet future demands and challenges. • Effective channels to enable residents to efficiently transact with the council. • Streamlined processes that are standardised and make the best use of technology. 	<p>Good Governance:</p> <ol style="list-style-type: none"> 1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law 2. Ensuring openness and comprehensive stakeholder engagement 3. Defining outcomes in terms of sustainable economic, social, and environmental benefit 4. Determining the interventions necessary to optimise the achievement of the intended outcomes 5. Developing the entity's capacity including the capability of its leadership and the individuals within it 6. Managing risks and performance through robust internal control and strong public financial management 7. Implementing good practices in transparency reporting and audit to deliver effective accountability





Fit for Purpose Council Theme - Key Deliverables and Significant Activity by Portfolio


Leader of the Council

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
ICT Strategy Delivery	Cllr Baggott	Stuart Young Director of People and Change	▶	<ul style="list-style-type: none"> Application Modernisation Platform - to consolidate as many existing line of business applications into a standard application platform. The platform has been built with the first phase of case management operational from Dec 2022. Ongoing refinements to the initial phase will be implemented based on feedback. Additionally, the new Green Waste service is being built with the intention for phase 1 to be completed in March 2023. A new anti-social behaviour system is being integrated into the platform. A priority system has been developed to set out the programme for 2023/24 based on risk and a number of other contributing factors. SharePoint – Document storage and collaboration. Phase 1, to consolidate documents into a new platform, was completed in 2022 to enable the decommissioning of unsupported and antiquated technology previously in operation. This project has significantly improved access to documents, collaboration, and compliance with relevant legislation. Telephony - The old Skype back-office telephony system was replaced by MS Teams in February 2023 providing a better quality and more stable platform for telephony. Work is ongoing to ensure that the new solution meets the specific operation of our contact centre. Cyber Security - Extensive work in Prevention, Education and Recovery is underway. The ICT infrastructure is constantly being updated to respond to emerging risks as part of the Prevention theme. Education has been raised with eLearning modules for all


Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<p>staff along with other campaigns to keep this at the forefront of staff. Finally, an external company has been commissioned to help develop plans to enable a co-ordinated response to any large-scale cyber incident.</p> <ul style="list-style-type: none"> • Future ICT infrastructure - work is being completed to determine the next generation of the ICT infrastructure that hosts the current legacy applications whilst the application modernisation programme is in progress. Plans and costs are being finalised to migrate to new arrangements during 2023/24 that are expected to deliver revenue efficiencies. • The existing contract arrangement will be terminated in May 2024 (subject to Cabinet approval in March 2023) so it is essential to ensure service continuity that alternative arrangements are put in place.
Workforce Strategy	Cllr Baggott	Stuart Young Director of People and Change	▶	<p>Progress has been made as follows:</p> <ul style="list-style-type: none"> • A review of recruitment has created a refreshed advertising brand, collaboration with ECC to access candidates, simplified application process, streamlined and a redesigned induction event. • A new contract for agency and temp workers has been joined in collaboration with ECC to make better use of their favourable rates. • 16 apprentices are being supported with career opportunities identified to onboard them once their apprenticeships are complete. • A management development programme has completed two cohorts and is in the third intake. The programme aims to equip our managers with all the skills and confidence necessary to deliver great services. • Career development pathways have been created in our hard to fill roles including planning, legal, building and control.



Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				<ul style="list-style-type: none"> The E-learning suite of courses has been refreshed and made more accessible by moving onto SharePoint. Courses are better advertised and attendance improved. Mandatory courses such as health & safety have seen increased attendance as reported to Health & Safety committee. The wellbeing offer has been reviewed and additional services added to the webpage. Work has progressed well with colleagues in Integrated Care to access a series of commissioned services. An initial tranche of activity is targeted at colleagues working at the depot, commencing with a wellbeing survey to assess needs. A series of Leadership conferences have been arranged to improve management practice including topics such as equalities, diversity & inclusion; delivering efficiency, and prioritisation.
Asset Management Policy and Strategy	Cllr Baggott	Lesley O'Shea Director of Housing & Property		<p>An Asset Management Policy was agreed at Cabinet in December 2022. This led to an Asset Management Strategy for General Fund and an Asset Management Strategy for HRA to begin development and both strategies are scheduled for Member approval in June 2023.</p> <p>Work has also begun on reviewing community centres, and the review will continue to expand until it has covered all community centres that are council owned assets.</p> <p>A review of how our HRA Management has been launched and will aim to modernise and improve the way we manage our HRA creating a more efficient manner.</p> <p>A review has also been launched to review the MSPS service.</p>




Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Case Management - Phase 1	Cllr Baggott	Stuart Young Director of People and Change		A new IT system, working processes, staff structure and skills training have been implemented for resident contact about compliments, complaints, queries and requests for information. The changes mark the start of a transformation programme designed to implement a new operating model. That model places the resident at the heart of all we do, supported by joined up data, standardised working processes, and an investment in Microsoft Dynamics as the council's technical platform. Once the changes are stabilised, the template of dealing with resident queries will be rolled out to all services in the council. The programme is also reflected in the activities of the ICT strategy and workforce strategy listed below.
Hybrid Working Review	Cllr Baggott	Stuart Young Director of People and Change		A review is underway to ensure that staff working arrangements are fit for purpose. This includes updating management guidelines, health & safety arrangements, corporate office design, IT support and staff and manager feedback on hybrid working. It is programmed to deliver recommendations for implementation from May 2023.
Electoral Review	Cllr Baggott	Paul Burkinshaw Director of Strategy & Governance		Phases 1 and 2 of the Electoral Review, which considered Council Size (number of Councillors) and the future warding pattern, were completed on time with input from the council. The Local Government Boundary Commission published its final recommendations on 7 March 2023. These will now be subject to an Order in Parliament. The review is due to complete in May 2024 with whole council elections when the new ward structures will be implemented.
Complaints & Compliments	Cllr Baggott	Owen Sparks Director of Resources		The Complaints and Compliments policy was approved by Cabinet in July 2022, reflecting our continuing ambition to put customers at the heart of everything we do.

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
ASELA: Superfast Digital	Cllr Baggott	Stuart Young Director of People and Change		<ul style="list-style-type: none"> • Since August 2020 more than 200km of full fibre has been laid across South Essex, funded by Government grants totaling £6.9m. • New digital infrastructure links around 190 public sector sites including libraries, sheltered accommodation, schools, fire stations and community and village halls. • £100m of private sector digital infrastructure investment has been committed to in South Essex by Openreach, Virgin and City Fibre. • Funding of £890k has been secured from National Highways to support project management, Brentwood connectivity and launch of the 'Internet of Things' (IOT) initiative. • SELEP funding (£500k) will enable further infrastructure in Southend.

Resources and Commercial

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Commercial Programme	Cllr Sullivan	Owen Sparks Director of Resources		<p>The commercial policy was approved by Cabinet in December 2022 to provide a fit for purpose framework against which commercial activity within the Council is undertaken – making every pound count and every minute matter. Key projects delivered and in progress include:</p> <ul style="list-style-type: none"> • Wat Tyler service review • Towngate Theatre infrastructure and operating review • Peer to Peer lending platform • Social Value through procurement • Energy Review • Climate change and decarbonisation investment projects • Trade Waste review

Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Medium Term Financial Strategy	Cllr Sullivan	Owen Sparks Director of Resources		<ul style="list-style-type: none"> Balanced 2023/24 budget set Eliminating the forecast budget gap of £1.2m Dealing with £3.4m revenue pressures on the General Fund caused by external economic factors Finding £1.7m in savings and efficiencies whilst continuing to invest in services and Corporate Plan priorities
Cost of Living Programme	Cllr Sullivan	Owen Sparks Director of Resources		<p>A cost of living working group was set up internally, initially collating data and scoping out the issue as well as available resource. An action plan was agreed by the Member working group in November. Meetings continue to take place to direct the programme.</p> <ul style="list-style-type: none"> An internal cost of living website page was set up to provide signposting and advice for the public. A community bus has been resourced to provide mobile advice once a day, fortnightly providing support from various charities, community groups as well as council officers. An outreach programme was set up to deliver a calendar of events working with companies, food banks and supporting partners. The Communities Team has worked with partners to set up a community supermarket. This now has 114 members, with 199 adults and 95 children benefitting.

Key	
	In Progress
	Deadline approaching
	Deadline passed / delayed

5. Service Delivery

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

The services we provide include:

- Housing and Property Services, including the Safe and Sound Estates Programme on our housing estates
- Planning Applications
- Local Economic Development
- Waste Collection & Recycling
- Parks, Leisure & Culture
- Electoral Services
- Council Tax & Business Rates Collection
- Community Services

Service Planning is the vehicle we use to enable service delivery, which includes all actions that contribute to achievement of the council's priorities; actions that are driven by the need to improve efficiency and effectiveness; actions that relate to frontline service delivery or delivery of statutory requirements, whether or not directly related to the Council's priorities.

Service plans are held on the Pentana performance management system in balanced scorecard format. This enables managers to have a single action plan to monitor and report against, making best use of their time and ensuring that information is only reviewed once.

Managers review and adapt services plans frequently in line with the changing landscape.

Directorate Management Team meetings (DMTs) are chaired by Directors and attended by Heads of Service and service managers and this is where service performance is discussed. It is here where the improvement actions will be commissioned and where success is celebrated.

Heads of Service and service managers are held accountable for service delivery. The DMTs review and hold performance challenge sessions monthly. It is here where the improvement actions will be commissioned, and success celebrated.

Monday to Friday
10am to 5pm



Basildon Council
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