



Corporate Plan

2024-2028



Basildon Council



Jermain's Stoneboard, Laidon

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MESSAGE FROM THE LEADER OF THE COUNCIL

Councillor Andrew Baggott



There is no magic money tree and so, like all councils, Basildon Council has to balance ever decreasing budgets with its continuing ambition to deliver for our residents. This year we have faced significant pressures, including £1.5m in dealing with homelessness, and continued high interest rates and inflation. To ensure that we keep our books balanced and do not go down the same road as other local authorities we need to ensure we put our efforts into delivering core services that our residents value. And this might mean delivering them differently in the future. We need to work closer with others to join up services, sharing resources to deliver best value for you – our residents. Wherever possible, we will work within our partnership of South Essex Councils to see how we can drive down costs by working together.

We will continue to deliver on the commitments we have made. We will continue to improve safety in the borough, by joined up working between us and Essex Police. We will continue to enforce our Public Space Protection Order and our community safety wardens will patrol the borough to deter anti-social behaviour. We will not tolerate drug use in the borough and our enforcement teams will work with the police to stamp this out.

Our commitment to our £40 million Safe and Sound programme will continue to improve our estates. Our play review will continue to see improvements to our play areas and parks, and we will be opening the new skate park in Lake Meadows this Spring. This year we will open thirteen improved play areas that most importantly are inclusive and meet the needs of our diverse communities. Most importantly we will continue to listen to you. I will continue to host my Meet the Leader events and we will continue to hold meaningful consultations. We want to hear from you on the big decisions that affect the borough, so please do email me or contact me through social media. These revisions to the Corporate Plan balance our ambitions with our financial realities but we will look for alternative solutions rather than making cuts to the services that matter most to you.

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. We have been able to push forward with many of our corporate ambitions – taking big decisions to improve services for residents and deliver efficiencies at the same time. Something that will continue to be a key theme as we move forward.

As part of our journey we are continuously reviewing our services, ensuring that the council is easy and efficient to deal with through new channels, and that our services react to the changing needs of society. New technologies and upgrades to our infrastructure pave the way for these improvements and we make changes where we need in order to meet demand. Our residents and businesses are key to this process and we will actively listen and shape our services to your requirements.

As we continue to face pressure on our resources, it is vital that we have robust financial management in place. Collaborative working – embracing partners from across the private, public and voluntary sectors – will be critical. We cannot succeed all that we set out to achieve alone and we will continue to nurture existing partnerships as well as seek new partners in order to access the resources we need.

We will continue to focus on enhancing our governance arrangements – particularly in programme and performance management and delivery in partnership. And we will continue to invest in our people to develop the skills and support they need to ensure we are fit for the future.

Basildon is in a good place to meet the challenges ahead but we must as an organisation ensure we are fit to deliver first class services in the future. We must ensure we focus on our priorities to deliver effectively and efficiently for our communities. We continue to put you the heart of everything we do and I am confident that this plan supports us to make good on our ambitions.

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 187,581 (ONS Census, 2021) 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 39 years and 17.9% 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



ONS 2020 mid-year estimates

Projected 10% rise by 2043

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, although this will change to 14 wards in May 2024. The council employs about 850 people. Elections to the council are usually 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 ward structure is changing following an electoral review by the Local Government Boundary Commission for England, which recommended a council size of 42 members (as now) across 14 three-member wards. The review is due to conclude in May 2024 with elections to the whole council, following which elections by thirds will resume using the new warding pattern 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, now known as South Essex Councils (SEC), which 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 south 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 2024-28 has been developed to draw all this activity together, to tell the story of the council’s ambitions, 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.



Mother and Child Fountain, Basildon

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.

The Corporate Plan comprises 4 'pillars':

- 1. Delivery of Good Quality Services**
- 2. Strategic Themes, Ambitions and Priorities – People, Place, Prosperity**
- 3. Good Governance – doing the right things in the right way**
- 4. A Fit for Purpose Council – an organisation that can most effectively achieve the above with the resources available**

It sets out our ambitions for the borough in three strategic themes and underpins them with a fourth ambition for our organisation to ensure that we remain a well-run authority. 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 reducing 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. Through aligning our resources, actions and activities to the Corporate Plan, we can measure how public money is turned into results for our communities. By defining outcomes, performance measures and key deliverables for each ambition, we regularly chart and report progress towards achieving the Corporate Plan.

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 DELIVERY OF GOOD QUALITY SERVICES

The council's primary role is to deliver good quality local government services in the borough and most of its resources are used for this purpose, to deliver "business as usual".

The services we provide include:

- Housing services
- Planning applications
- Local economic development and regeneration
- Waste collection & recycling
- Parks, leisure & culture
- Electoral services
- Regulatory and licensing services
- Council tax & business rates collection
- Community services

Through these, the council:

- Responds to 170,000 telephone enquiries, 95,000 emails, 105,000 postal items and over 200,000 face-to-face enquiries a year through the customer resolution centre.
- Maintains more than 670 hectares of parks and open spaces, including three country parks and five nature reserves.
- Makes more than 18 million waste collections each year that together amount to more than 77,800 tonnes of waste and recycling.
- Owns just over 10,900 social housing properties, which are let to tenants at a social rent.
- Provides over 18,000 responsive repairs to its housing stock each year.
- Manages over 900 cases of anti-social behaviour with 94% successfully resolved.
- Continues to provide housing advice and support to prevent homelessness to over 120 households a year.
- Provides Housing Benefit and Council Tax support and delivers a broad range of advice and support for residents, businesses, and voluntary and community groups experiencing financial difficulties due to continuing rises in the cost of living.
- Processes almost 1,000 planning applications a year, including major developments.

Getting the basics right

We will maintain our focus on getting the basics right to ensure that we consistently deliver good quality services. To do that, we use a number of different methods to deliver these services to you, our residents and communities, and are not wedded to one particular approach. This flexibility means that we are now 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 also 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.

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 homes, 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. This led to the passing into law of the Levelling Up and Regeneration Act 2023 (“the Act”) in November 2023.

The Act sets out 12 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 from the levelling up programme. Chapter 3 covers this alignment in more detail.



St Nicholas Church, Laindon

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 187,581 (ONS Census, 2021). This is projected to rise to 206,500 by 2043, an increase of 10% over the next 20 years. The proportion of under 25s is projected to drop from 31.3% to 29.3%, whereas the proportion of over 64s will rise from 17.0% 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. Basildon is 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 a month (Public Health England, 2018).

Life expectancy for both men and women in Basildon is close to the England average; between 2018 and 2020, the life expectancy at birth for males was 79.0 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

- 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 in managing 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 creative and cultural potential of the borough.



KEY DELIVERABLES

1. As residents' views are paramount in how we shape and deliver our services, we will complete delivery of a council-wide Consultation and Engagement Strategy, publishing the findings of our consultations online.
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 Find Your Active Basildon Partnership.
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 a safe environment, we will work with our partners including the police to deliver the Safer Basildon Partnership Strategy and the Responding to Domestic Abuse Strategy.
6. We will empower communities to deliver services and provide facilities at the local level through working together with our town and parish councils.
7. We will help reinvigorate our high streets and promote our local arts and creatives through the delivery of a Creative and Cultural Industries Strategy.

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 homes, 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 work towards net zero carbon emissions as a council by 2030 and net zero carbon emissions as a borough by 2050.
2. We will continue to enhance our parks and open spaces to improve the quality of life of all our residents.
3. We will work with residents and businesses to keep streets and neighbourhoods clean and well-presented.
4. We will refresh our estates and homes.
5. We will ensure the best use of our housing stock.
6. We will deliver our housebuilding programme to ensure that residents enjoy modern homes and facilities.
7. We will work with partners to secure better active travel options.

ensure they remain fit for purpose, compliant and energy efficient.

4. We will deliver the priorities identified in the approved Housing Strategy including reviewing the Housing Allocation Scheme and continuing to build new homes to meet local need through the Housing Revenue Account or Sempra Homes.
5. We will respond to the requirements of new environmental legislation and ensure our waste is managed using the highest environmental standards through delivering a Waste Strategy.
6. We will develop and deliver a Parking Strategy for the borough to ensure we find the right balance between parking provision and demand while meeting wider council and environmental objectives.
7. We will work in partnership to deliver the Pitsea Community Diagnostic Centre.



KEY DELIVERABLES

1. We will deliver a Climate Change Strategy and a range of other enablers to set out our actions and mitigations to deliver on our net zero targets.
2. We will deliver the identified priorities of the Safe and Sound Estates Programme to enhance the environment on our housing estates.
3. We will deliver the objectives of the corporate and housing asset management strategies through continuing to invest in our housing stock and other council assets to

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. In 2022, the proportion of high-skilled workers in Basildon was 46% (managers, directors and senior officials at 6%, professional occupations at 22% and associate professional occupations at 18%). The overall proportion is lower than the Great Britain average (52%). Mid-skill occupations (administrative & secretarial occupations and skilled trades occupations) were at 25%, above the Great Britain average of 19%. Low-skill occupations (caring, leisure, sales and customer service) represented 14%, similar to the Great Britain average of 15%. Finally, elementary occupations were 16%, similar to the Great Britain average of 15%.

In 2021, only 24% 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 with key stakeholders to continue to power economic growth, capturing the opportunities that arise to benefit everyone fairly.
4. • We will work with and support businesses and communities to revive our town centres.
5. • 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 work in partnership with the private sector to ensure our residents have the skills to access high quality jobs to improve prosperity and wellbeing across the borough and wider South Essex.
2. Following the adoption of the Basildon Strategic Growth Vision, we will develop and deliver a new Economic Development Strategy and progress plans for Business Improvement Districts for Billericay and Wickford and, explore in the longer term, Basildon town centre.
3. We will continue to seek access to Government funding to promote prosperity.
4. We will refresh our approach to regenerating our town centres and environs, with a focus on creative and cultural growth, placing the views of our communities at its heart.
5. We will work with partners to open the cinema complex, which will contribute significantly to delivering a night-time economy in Basildon town centre.
6. We will continue to 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.

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 procurement, contract management and commercial activity 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 alongside the Corporate Plan 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 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.
5. A Data and Insight Strategy to set out our ambitions for realising value from our data and the practical actions that we will take to achieve these ambitions.

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 three Programme and Performance 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 in March each year, through which residents can judge our progress towards delivering the Corporate Plan. More detailed information on performance and delivery is reported each quarter and published online each time.

APPENDIX

**THE BOROUGH
PROFILE**

5. BOROUGH PROFILE

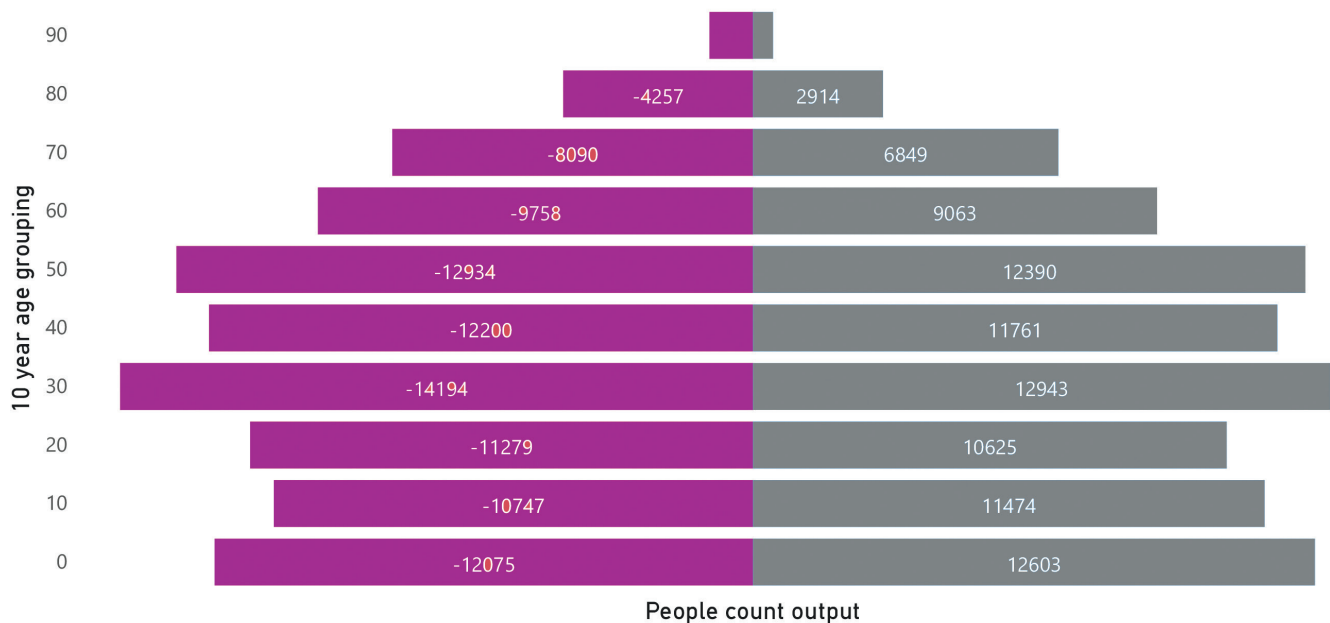
5.1 PEOPLE

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

5.1.1 Demographics. Basildon is the second highest populated borough in Essex with a total figure of 187,581 (ONS, 2021). In terms of age groups, people aged under 25 represent 31.3% and over 64s represent 17.0%.

Age grouping by sex

Sex ● Female ● Male



Basildon has a slightly younger demographic when compared to Essex - the median age in Basildon in 2021 was 39 and 42 respectively. This has remained relatively constant for the past 10 years of data gathering, whereas the national trend has continued towards ageing.

Local figures for the previous year show that Burstead and Wickford Castledon wards 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 Martins and Lee Chapel North, with a third (33%) of the resident population.

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%).

Projected population growth (2018 - 2043)



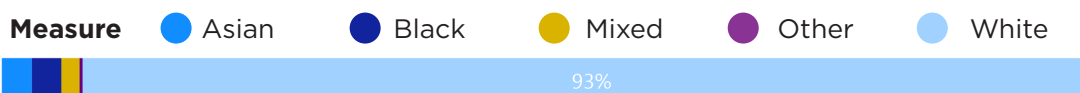
In 2021, there were 76,362 households in Basildon Borough (source: Census 2021); it is estimated that this has risen in the decade since to 72,746, a rise of 5%.

People who classify themselves as White has decreased by 6 percentage points between the 2011 Census and the 2021 Census, whilst those who identify as Black have increased from 3% to 5% over the decade. The most common ethnicity remains English, Welsh, Scottish, Northern Irish or British (82%).

2021 Census - Ethnicity



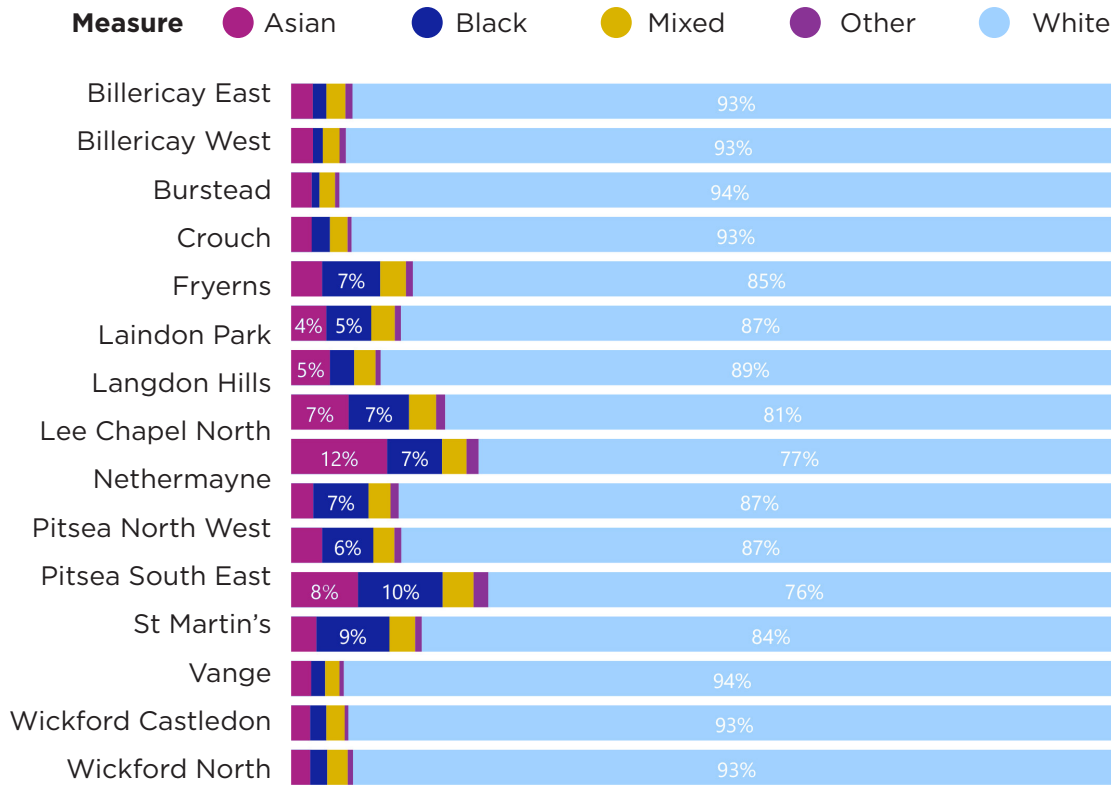
2011 Census - Ethnicity



The most ethnically diverse wards were Nethermayne and St. Martin’s (between 13 and 14% of residents are BAME). The least diverse were Wickford Castledon and Burstead wards, with an ethnic diversity of 6%.

In terms of religion, fewer people identify as Christian (47% in 2021, compared to 60% in 2011), whereas there has been an increase in the proportion of people who declare they have no religion (from 30% in 2011, to 47% in 2021).

2021 Census - Ethnicity by ward



Between the two Censuses, Basildon has seen an increase of 4.6 percentage points in the number of people living in the borough who were born outside of the UK. This is the 4th largest change in Essex.

England is the largest country of birth for people in Basildon (87%), followed by India and Romania, although both of these are very small (1%).

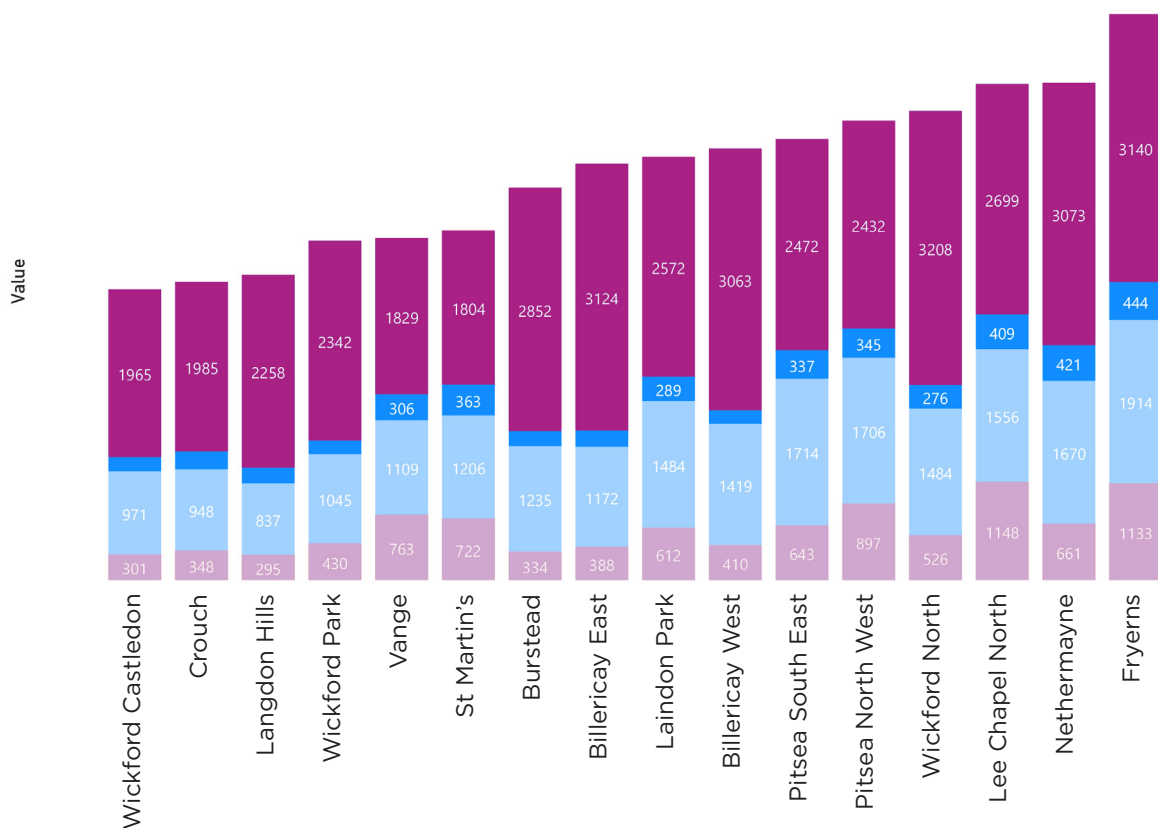
In terms of disability 17% of the borough population is disabled; fewer people in 2021 classify themselves as having their activities limited a lot compared to 2011. However, the number of people saying their activities are limited a little has remained roughly the same between the two Censuses.



Although the overall proportion of lone parent households is similar to England (13% in Basildon, compared to 11%), there are large differences across wards; in Lee Chapel North and Vange the proportion rises above 19%. The highest numbers of lone parent households are in Fryerns (1,133) and Lee Chapel North (1,148).

House type (2021 Census)

Attribute - general ● Lone parent family ● One person household ● Other household types ● Single family household

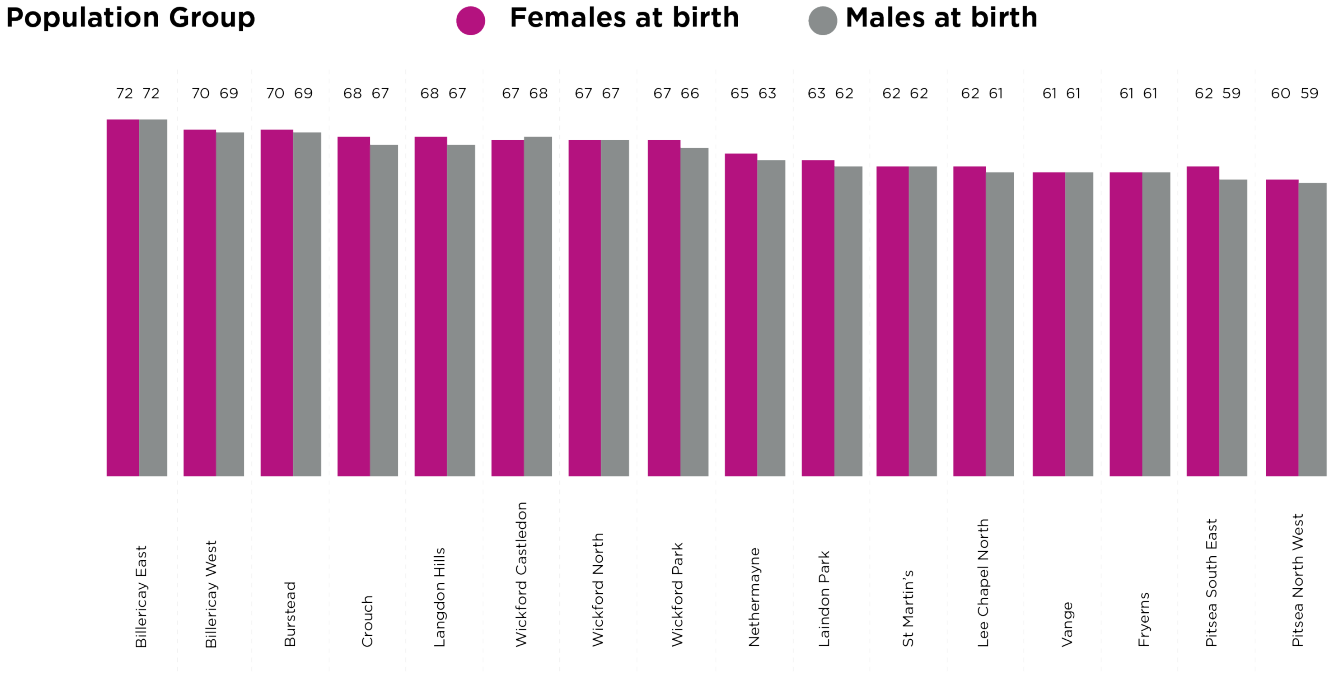


5.1.2 Health. In 2021, the life expectancy at birth was 78 years for males and 83 years for females; this is similar to the England average (79 and 83 years respectively).

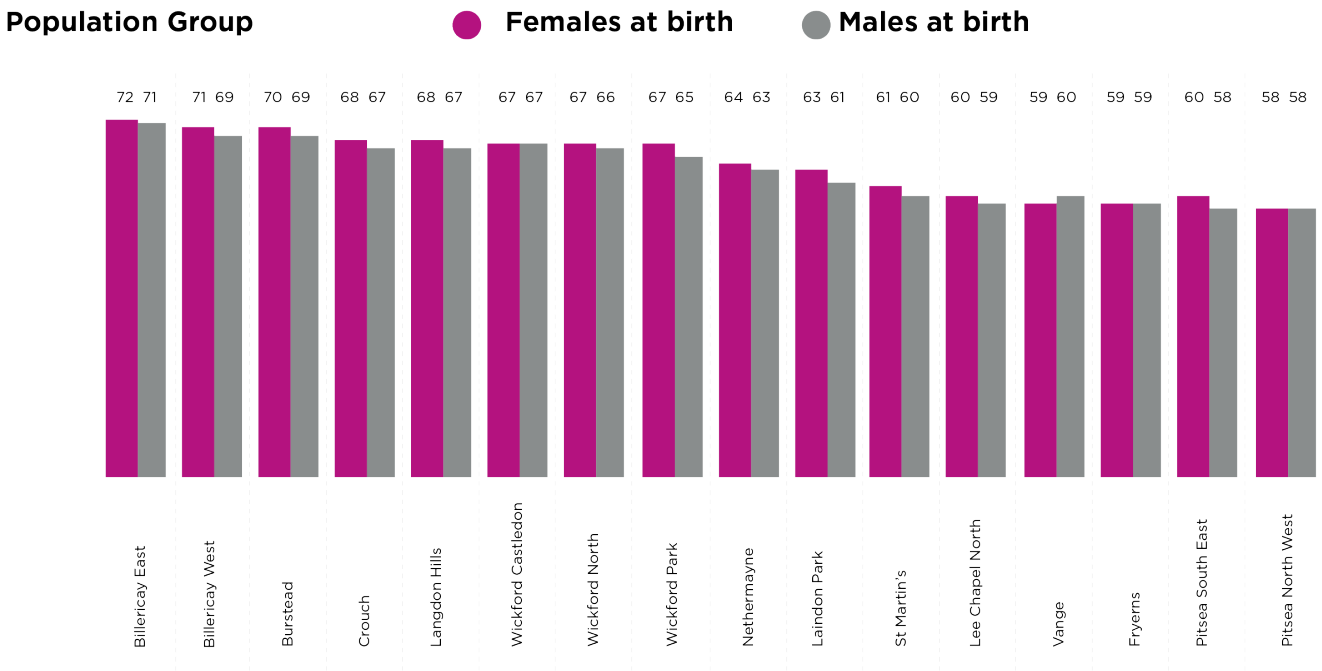
The lack of physical activity is linked to high rates of obesity. According to PHE, in 2021, 63% of Basildon adults aged over 18 were classed as overweight or obese. In 2022, Basildon was below both the county and national averages for the frequency of walking and cycling; an estimated 25% of residents 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



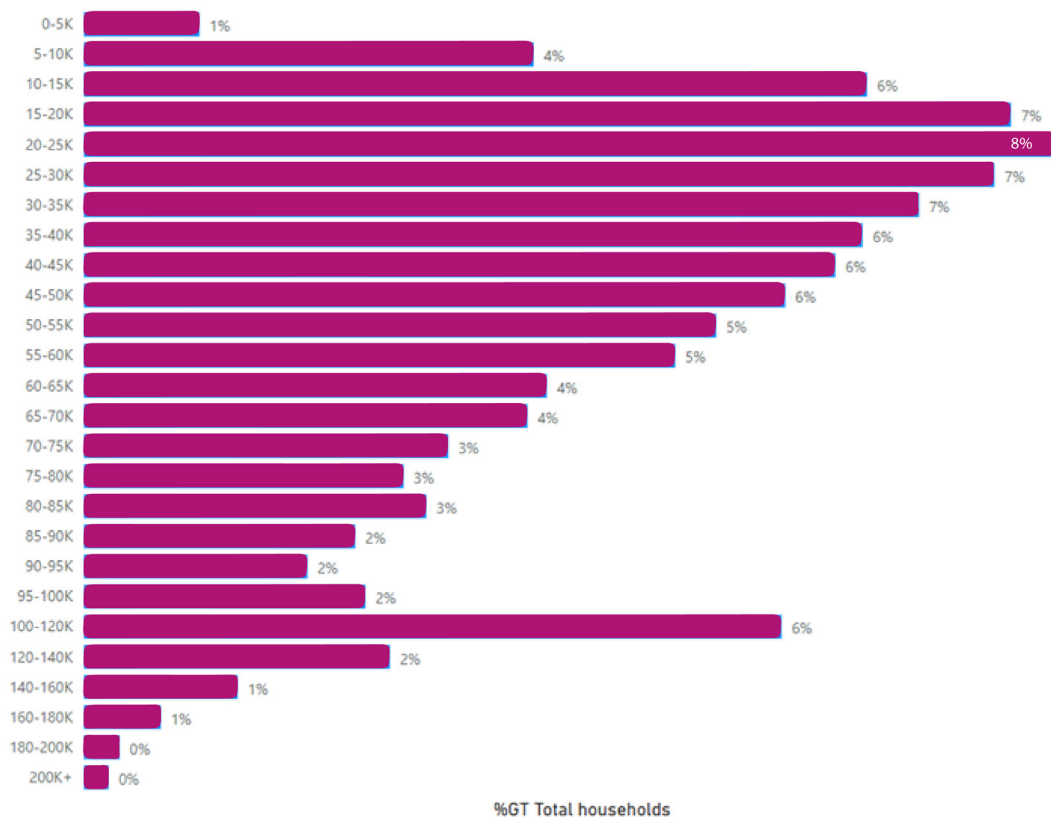
Healthy Life Expectancy (HLE years) by ward and population group



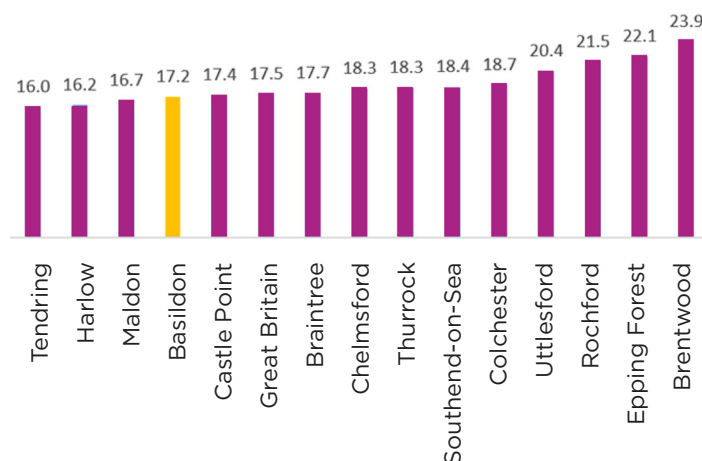
5.1.3 Income. In 2023, the annual median pay for gross salaries was £36,802, the sixth lowest across Essex. In 2023, the hourly pay in Basildon (average), was £17.15, which was below the Great Britain level of £16.64 (ONS).

In terms of income bands, 7% of Basildon borough households were in the £15–20k bracket. At ward level, Billericay East has the highest median income, with £59,119. The wards with the lowest median incomes are: Vange (£32,754), Pitsea North West (£33,470) and Pitsea South East (£36,116).

2023 Median income range for Basildon (by # of households). Source - Acorn



Hourly pay - gross



5.1.4 Education. In 2022, 53% of pupils achieved grades 9-4 in English and Maths (a good pass). This was lower or similar to the average for Essex as a whole (63%) and England (65%).

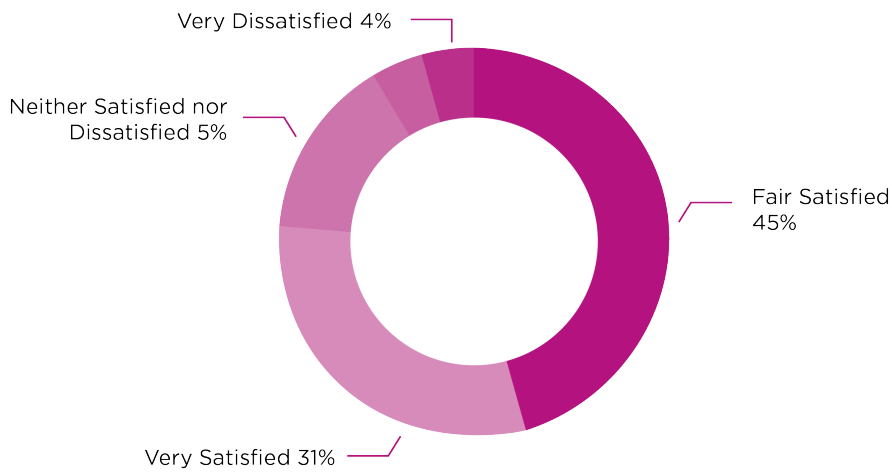
In 2016, 85% of pupils in Basildon were in sustained Education, Employment or Training at the end of Key stage 4 (Secondary School). This is lower than the average for England (88%). Within this group 74% were in education, below the England average (80%). 3% were in apprenticeships and another 8% were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

5.2 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.

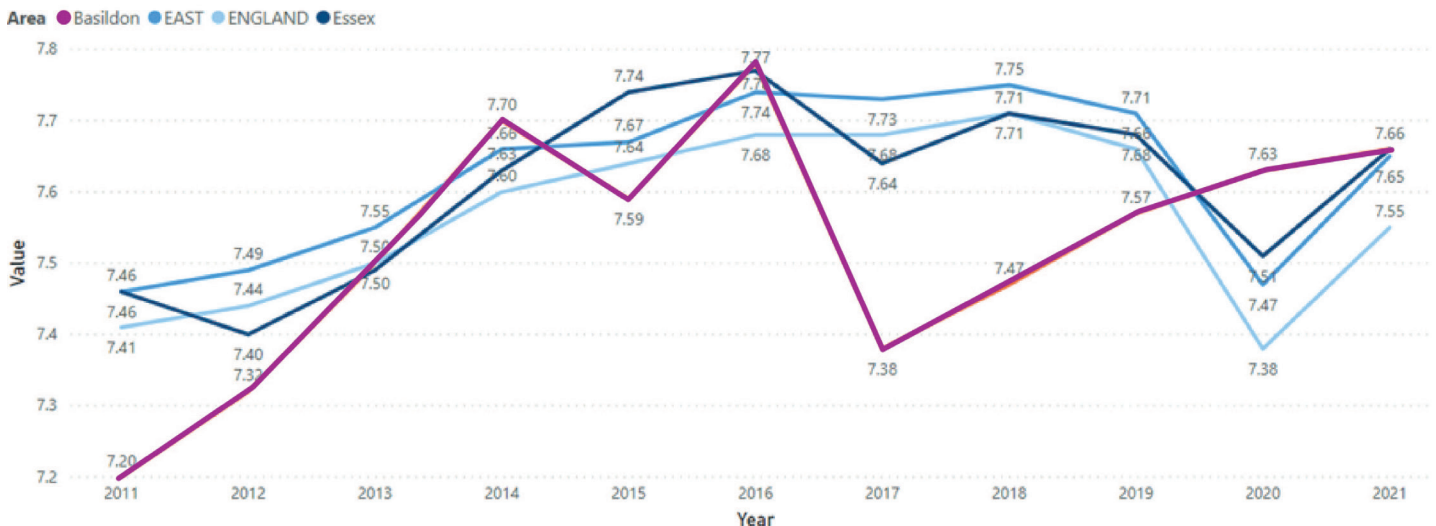
5.2.1 Resident satisfaction. Research undertaken in 2019 – Our Place phase 1 – told us that 31% of respondents are very satisfied and 45% are fairly satisfied with where they live. However, 31% of respondents have said they feel concerned about the borough, particularly in areas of crime, and road and 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 (%)



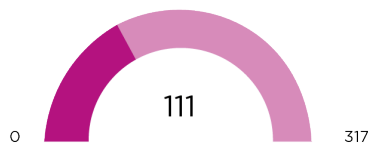
The ONS personal well-being survey estimates for 2021 indicate that on the measures of life satisfaction, happiness and worthwhileness, residents’ views were highly positive (scores above 7 out of 10) – this is similar to England averages. Anxiety levels were, however, problematic – this scored 2.7, below national averages.

Value by Year and Area

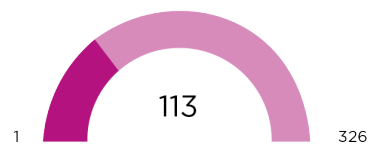


5.2.2 Deprivation. In terms of deprivation, Basildon is ranked 111 out of 317 local authorities (source: 2019 Indices of Multiple Deprivation) and the third most deprived district in Essex. The deprivation gap within the borough is substantial and has not improved since 2015; 11% of the borough's residents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

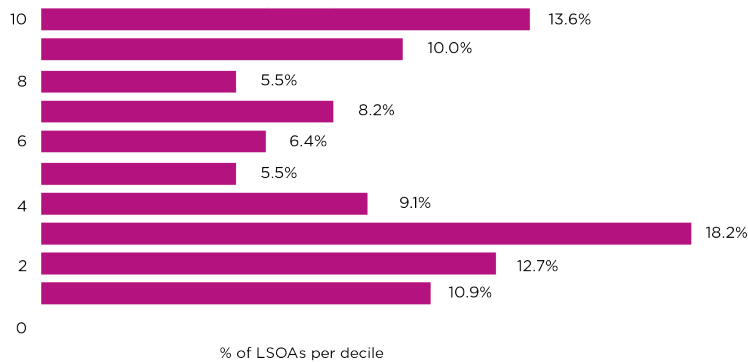
IMD 2019 - Average ranking by local authority



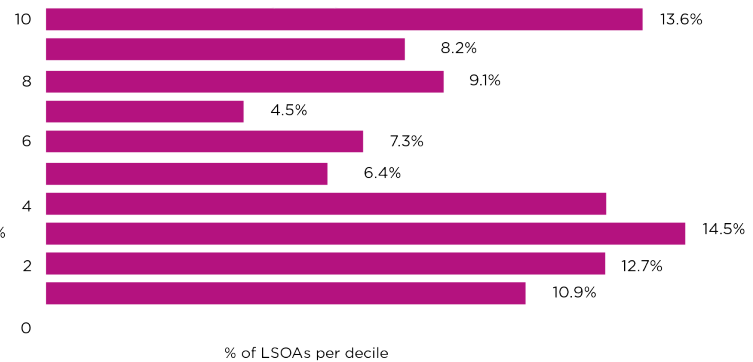
IMD 2015 - Average ranking by local authority



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



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

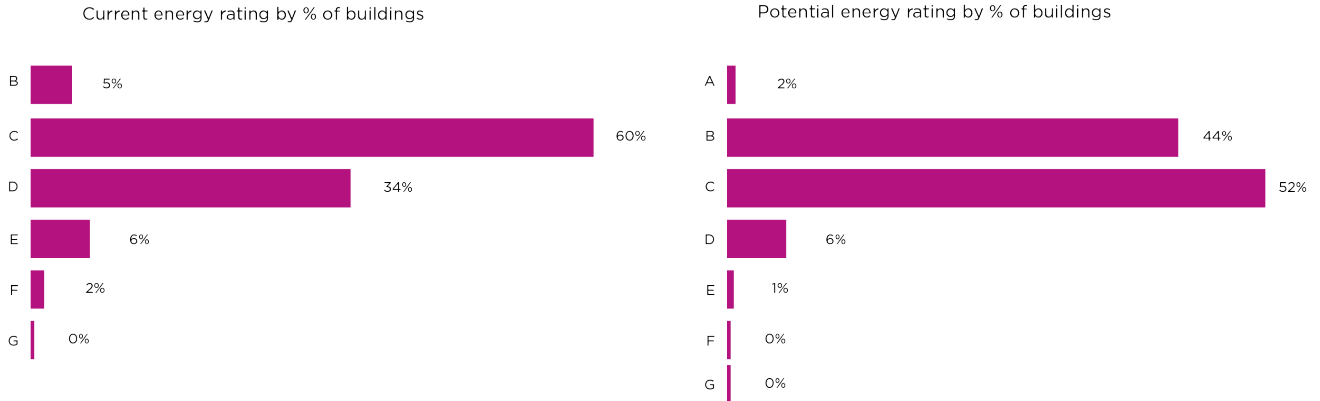


LSOAs are small fixed geographic areas encompassing a population of approximately 1,000 people. The bar charts show the proportion of Basildon's LSOAs that fall in the most deprived 10% of LSOAs nationally.

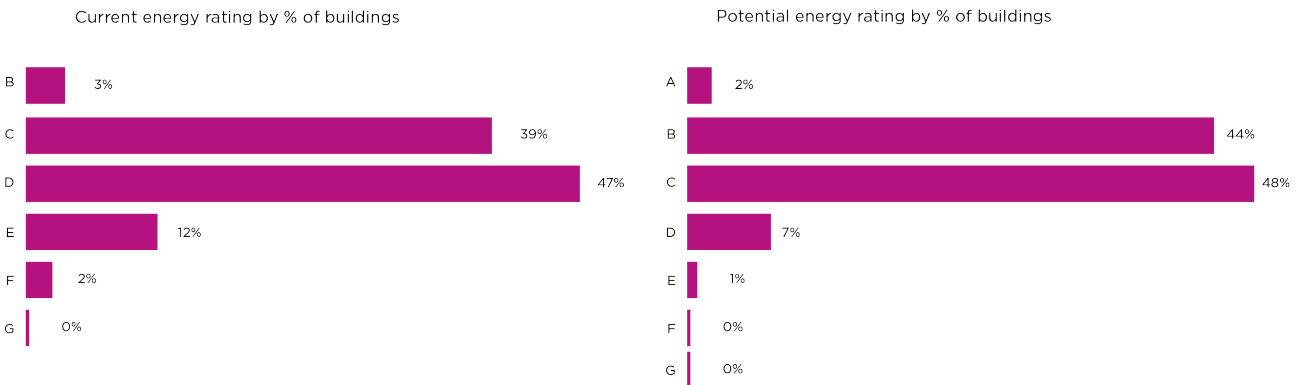
The greatest contributing factors to poverty are crime and education. In terms of crime, 32% of the borough's neighbourhoods are in England's worst decile and this has worsened significantly since 2015. In terms of education, skills and training, 19% of the borough's neighbourhoods are in England's worst 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).

5.2.3 Housing. In 2021, the tenure split by dwelling across the borough was: 36% owned outright; 29% mortgage or loan; 13% private rent and 22% 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 2023, the general median house price in the borough was £360,000. This represents almost a doubling when 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.



Social rented properties - EPCs issued between 2010 and 2020

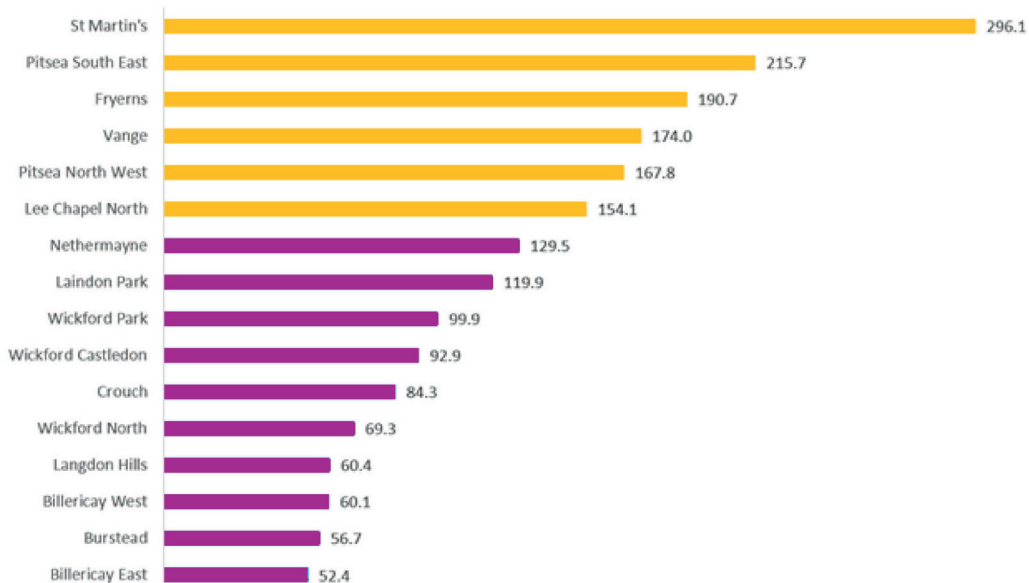


Privately rented properties - EPCs issued between 2010 and 2020

5.2.4 Crime. In 2021, the reported crime rate per 1,000 people for all types of offences in the borough was 129, similar to 2020. In terms of violence and sexual offences only, the crime rate was 50 per 1,000 people, an increase from the previous year when this was 45. The ward with the highest rate was St Martin's, whereas the Burstead and Billericay East wards had the lowest crime rates, similar to the previous year.

128.97
Crime rate per 1000 residents

2021 Crime rates per 1,000 people



5.3 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.

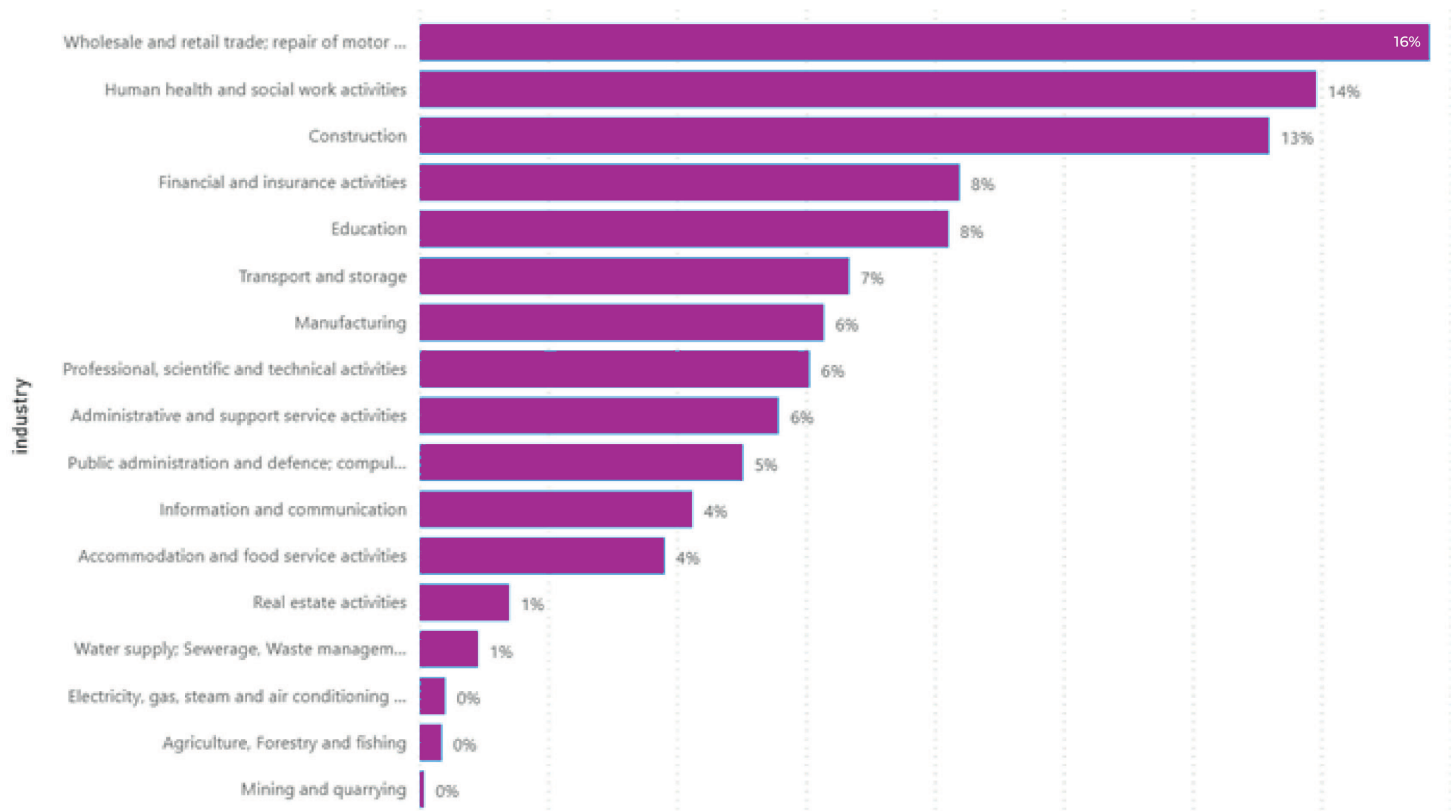
5.3.1 Business demography. In 2022, there were 8,650 active enterprises, an increase of 3% from 2017. For 2022, 995 new enterprises registered in Basildon, a decrease of 5% from the previous year. In terms of enterprise deaths, 1,050 were registered, a similar number to the previous year. The five-year survival rate for businesses born in 2017 was 39%.

5.3.2 Industry sectors and economic activity. In 2023, the borough unemployment rate was 4.2%, higher than the Great Britain average (3.8%) and the East of England region (3.5%). During the 2008 financial crisis, the peak of unemployment in the borough was 8.1%.

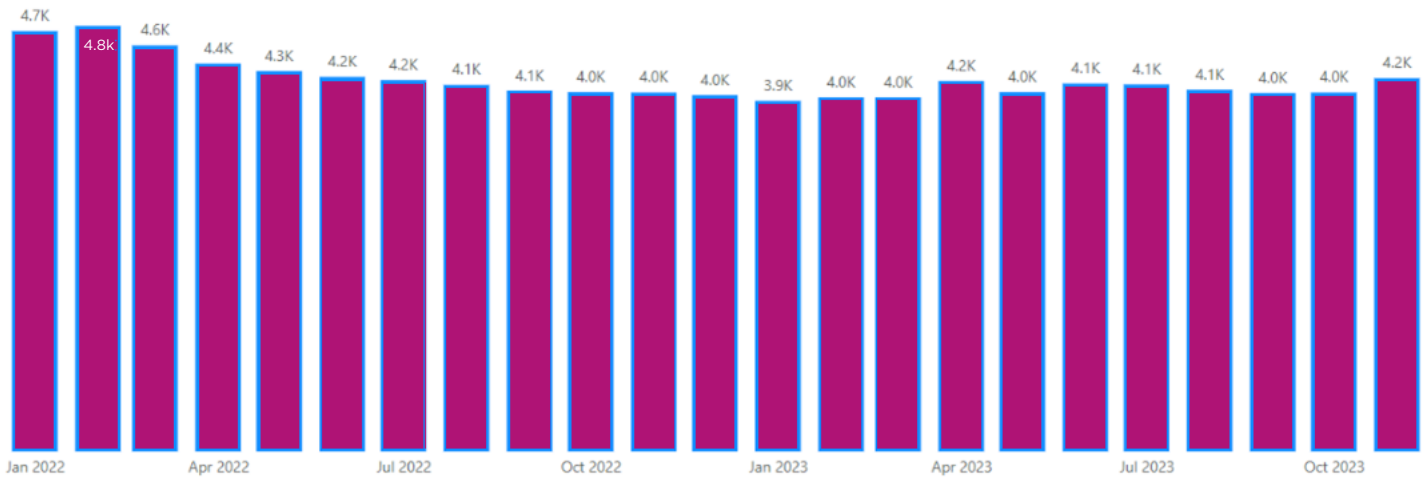
According to the 2021 Census, the retail industry was the most highly represented in Basildon, with 16% of jobs in this sector. This was followed by health and social work (14%) and construction (13%).

% jobs by industry and geography

geography ● Basildon



claimants



5.3.4 Adult skills. There is a significant skills gap between the borough and national estimates. In 2021, only 24% of Basildon borough residents aged 16-64 had a Level 4+ qualification and 21% said they had no qualifications; this is an increase from the 2021 Census, when 18% said they had no qualifications.

This figure differs significantly between wards across the borough; according to the 2021 Census, 28% of adults in Pitsea South East had no qualifications, compared to just 13% of adults in Billericay East and West.

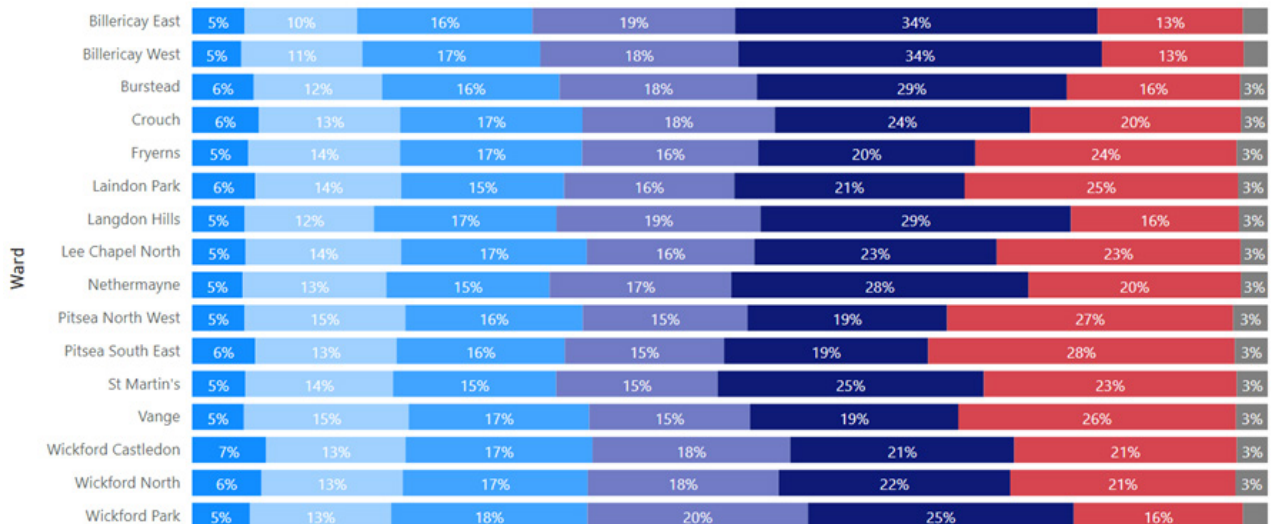
Highest qualification (2021 Census)

Attribute ● Apprenticeship ● Level 1 and entry level qualificati... ● Level 2 qualifications ● Level 3 qualifications ● Level 4 qualifications an... ● No qualifications ● Other qualifications



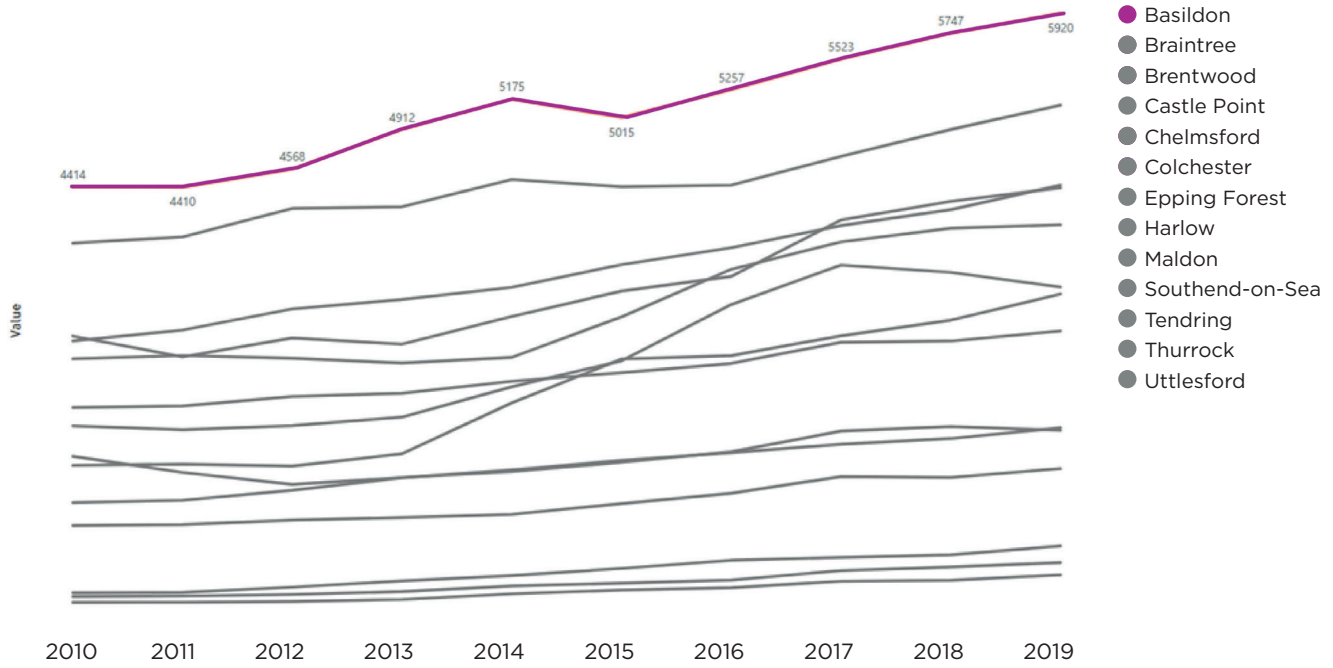
Highest qualification (2021 Census)

Attribute ● Apprenticeship ● Level 1 and entry level ... ● Level 2 qualifications ● Level 3 qualifications ● Level 4 qualificati... ● No qualifications ● Other qualific...



5.3.5 GVA measure. Basildon borough has the largest economy in Essex; from 2015 to 2019 the gross value added (GVA) grew consistently to an estimated output of £5.9 billion.

£ million by Year and LA name







Corporate Plan

2024-2028



Basildon Council