

Annual Report

2023/24

Basildon Borough Council

Basildon Centre

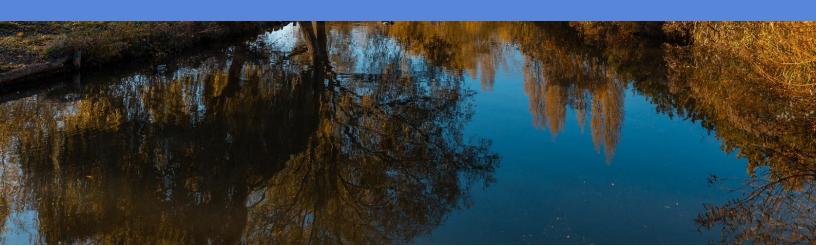
01268 533 333

St Martins Square

www.basildon.gov.uk

Basildon

SS14 1DL



Contents

5.

1.	Introduction 1	
2.	Annual Report Structure 2	
2.1	Annual Financial Report 2	
2.2	Annual Governance Statement (AGS)	2
3.	Corporate Plan 3	
4.	Corporate Plan Performance 4	
4.1	People 0	
4.2	Place 17	
4.3	Prosperity 27	
44	Fit for Purpose Council 34	

Service Delivery 0

Welcome to Basildon Borough Council's Annual Report 2023/24.

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 2023/24 and deliver against our ambitions, as set out in the Corporate Plan 2022-26.

2. Annual Report Structure

The Annual Report 2023/24 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 2023/24 municipal year, which ends on 31 March 2024, 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 2023/24 municipal year, which ends on 31 March 2024, and this will be published online in June 2024.

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

- Performance reporting to Scrutiny Committees
- Mid-Year Performance report to Cabinet
- 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 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."

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
- 45 activities

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

This report provides performance against each of the themes set out in the Corporate Plan 2023-27 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, liveable, accessible and safe neighbourhoods and towns along with the provision of enduring facilities, green spaces and town centres that meet the needs of the community.
PROSPERITY	FIT FOR PURPOSE ORGANISATION
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 187,581 (ONS Census, 2021). This is projected to rise to 206,500 by 2043, an increase of 11% 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).

Corporate Plan Outcomes (People)

- 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 safeguard those who are vulnerable or less able to help themselves.
- We will support the community in managing 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 creative and cultural potential of the borough.

Key Deliverables

- As residents' views are paramount in how we shape and deliver our services, we will implement a council wide Consultation and Engagement Strategy to help us make the most of them.
- 2. We will support community leaders and groups in their work through delivery of our Connected Communities Strategy.
- 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 and building the new Pitsea Swimming Pool.
- 4. We will use our influence and work with partners to promote community cohesion through the delivery of our Inclusion and Diversity Strategy.
- To ensure that our residents continue to live in safety and security, 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 the Working Together Commission.
- 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

People Theme – Key Deliverables

Portfolio: Communities								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements				
Connected Communities Strategy	Cllr Sargent, Communities	Paul Brace, Director of Community & Environment		 A total grant funding of £7,980.00 was awarded to four Community and Voluntary groups for various projects. New grant agreements issued for the Basildon, Billericay and Wickford Council for Voluntary Service, Basildon Community Transport Service and the Basildon Twinning Association totaling £140,500.00 Through funding from Basildon Council, Citizens Advice managed a total of 17,953 cases from across the Borough were handled with Benefits and Tax Credits accounting for 21%, Debt for 20% and Universal Credit accounting for 13% of the enquiries made. Also, the organisation in partnership with an Immigration Specialist, provided immigration service to 11 residents while 97 residents benefited from the Money Advice service provided by a Debt Specialist. Basildon Community Transport provided a total of 18,716 passenger journeys between Q1 & Q3 2023/24. Of these, 45% were made by those aided by crutches, 38% by ambulant passengers; 10% by those who had a mobility assistant and 8% by wheelchair users. The organization currently has 120 on the waiting list indicating a high demand for the service. Also, the Toe Nail Cutting Service recorded a 93% attendance rate with a total of 1,194 persons attending scheduled sessions. This service is funded through Basildon Council. The Community Supermarket expanded to two sites, with the second supermarket opening in Vange Trinity Methodist Church. Through the funding provided by the council, the Essex County Council Youth Service Basildon Detach Team delivered over 300 detached / mobile youth sessions around the borough The Basildon Borough Volunteer Awards were held on 27th February 2024 recognising the great work being undertaken by local voluntary groups and individual volunteers around the borough. The Coronation of His Majesty King Charles III took place from 6-8 May 2023 which saw people across the UK and the Commonwealth come together to celebrate with friends, families and communiti				

Portfolio: Cor	Portfolio: Communities								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements					
Inclusion and Diversity Strategy	Cllr Sargent, Communities	Paul Burkinshaw, Director of Strategy & Governance		 A programme of Inclusion and Diversity-themed training sessions has been delivered for staff including Understanding I&D, Disability Awareness, Autism Awareness, Deaf Awareness and Sign Language, and training sessions for Members on Inclusion and Diversity in the Public sector (delivered by Inclusion and Diversity Lead and Essex Council I&D team) and Hate Crime Awareness (delivered by Essex Police and Essex County Council). Leadership conference on the theme of diversity and inclusion delivered in September 2023 – A number of speakers made presentations, preparations were made with attendees to champion/ set up a new staff inclusion network, and individual actions taken away by attendees to implement in their individual service areas. Anti-Racism Charter signed in April and is being delivered with an action plan, including a new staff training package for 2024 incorporating Anti-Racism awareness. Chief Executive took on role of champion. Support for partners – Enhanced partnerships developed with Basildon Pride and the Flex Youth Group. A number of other partnerships were progressed, including with Women Together, South Essex Islamic Trust, the Hate Speech Working Group, Basildon Side by Side, and many others. Collaboration with Unison Union and co-delivery of events such as Black History Month and International Women's Day. Delivery of a number of inclusion themed events, as set out in Events Calendar. A new Events Calendar has been established for the next year. Engagement Review completed in 2023 with a specific Diversity Focus - actions being implemented include an in-depth review of Community Diversity Council membership to improve engagement opportunities, and a review of our hate crime panel in collaboration with partners. Basildon community analysis has been undertaken using a comparison of data between 2011 and 2021 Census. Findings have been used to inform Leadership Conference and Engagement Review					

Portfolio: Cor	nmunities			
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Consultation and Engagement Strategy	Cllr Sargent, Communities	Paul Burkinshaw, Director of Strategy & Governance		 Delivery of the Consultation and Engagement Strategy, approved by the Communities and Wellbeing Committee on 2 March 2022, has continued in 2023/24 and resulted in the following achievements: A guide to assist Members throughout the consultation and engagement process was produced and shared with all councillors. A business partner offer was established by May 2023 evidenced in the collaboration between the Corporate Services policy team and the Planning service in respect of the Local Plan consultation and a range of other consultation exercises, which have been supported by the Policy and Insights Team and which have seen significant improvements in their reach and response rates. A number of actions have moved to the newly created Data and Insight Network to be progressed as part of the groups work. These include; Ensuring appropriate software is available to PPIT to design and publish surveys, extract data and analyse findings; Develop data and insight hub to maximise the use and value of outputs from Consultation and Engagement activity and develop a procedure to set out how C&E data is processed before it is published. A library of Privacy Notices is now maintained that can be reviewed when planning a new consultation which ensures that each privacy notice reflects the specific requirements of each consultation. Reference to the use of anonymised data is now included in consultation related privacy notices, where necessary. Consultation results are now considered by a Committee and/or a Cabinet Member as a matter of course. This has formalised the feedback process for C&E activity, ensuring findings from such activities are easily accessible and available in a timely manner. A member of the Policy team is now a standard consultee on all committee reports, ensuring a consultation and engagement view is provided. A review of Engagement was un

Portfolio: Con	Portfolio: Communities								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements					
				Statement of Licensing consultation - 16					
Working Together Commission	Cllr Sargent, Communities	Paul Burkinshaw, Director of Strategy & Governance		 Basildon Council is aware that parish and town councils are closer to the local needs and priorities of residents who may wish to exercise local discretion in the services they receive which town and parish councils can give then and that there will undoubtedly be benefits in tiers of governance within the borough working effectively together for the benefit of residents. In March 2022, the Local Councils Liaison Group agreed that a working group be established to explore these opportunities further. From November 2022 through to March 2023, the first exploratory phase of the Working Together Commission was undertaken to understand what opportunities might exist for the borough council and local councils to work more closely to improve the delivery of services to residents. This included 4 meetings of the commission which were structured as an exploratory exercise, allowing freedom for thought and for the Commission to guide the learnings and practice. Invitations went out to all 9 local councils, and those who wished to attend. The Working with Local Councils Policy 2024-27 has been submitted to Cabinet on 14 March 2024 for formal adoption. The continued work of the Commission is now set out within the Corporate Plan 2024-28. It states that "we will empower communities to deliver services and provide facilities at the local level through working together with our town and parish councils." 					
Digital Inclusion Strategy	Cllr Sargent, Communities	Stuart Young, Director of People and Change		Discussions were held with the Portfolio Holder in regard to the strategy refresh which is planned to commence in 2024 and will be included as part of the Connected Community Strategy.					
Laindon Community Centre	Cllr Sargent, Communities Cllr Sullivan, Resources and Commercial	Lesley O'Shea, Director of Housing & Property Paul Brace,	•	 Works completed on time and the building is now open to the public. The works included refurbishment of internal areas e.g. new gymnasium and facilities, tea caddy on wheels, firestopping works, energy efficiency works and electrical upgrades. Feedback from the lessee is that it is fully let and users are really happy with the results. 					

Portfolio: Communities							
●	Cabinet Member	Lead Director	Status	Progress/Achievements			
		Director of Community & Environment					

Portfolio: Health, Wellbein			Status	Progress/Achievements
Health & Wellbeing	Vellbeing, Leisure,	Paul Brace, Director of Community & Environment	Status	 In partnership with the council, the Trust Links Community Garden opened on 24th May at Vange Hill Drive and has had over 350 engagements. Basildon Pedal Power was launched, distributing 214 free EPP bicycles, with helmets, lights and locks, to residents engaged with the community hubs and working at Basildon Hospital and other key local businesses. 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 have successfully been supported by the council to form a Community Interest Company (CIC) and have run their first Winter programme, with participants completing their final 5k run at Basildon Sporting Village on Sunday 3rd December. Backside to Trackside CIC will now run as an independent community organisation supported by community development officers at the council. Over the spring and autumn courses we had 168 people taking part in the programme, and we look forward to seeing more participants over the coming year. Sport for Confidence launched their Accessible Cycling programme through funding from Find Your Active Basildon with almost 300 engagements from its launch in June up until December. Sessions were paused during January and February due to the weather. Over the months, Sport for Confidence has been able to add more

Portfolio: Health, Wellbeing, Leisure, Arts & Culture							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements			
				 participants to the group as the regular attendees became more confident in their cycling skills. Through funding from Find Your Active Basildon, Active Vange has been successfully engaging a consistent number of residents and are hoping to secure funding for an extension into the new financial year. The programme currently engages an average of 50 participants per week over two sessions, supporting individuals of all ages and bringing the community together The Find your Active Basildon Festival took place on the 12th August at Basildon Sporting Village. The event was a great success that offered a fantastic opportunity for the council to get as many residents as possible from the community together, for a fun filled active day that is inclusive and diverse. The event was attended by over 300 residents and provided local suppliers a great opportunity to promote their services via activities and stalls. Laindon's Wellness café launched on 11th January at Laindon Methodist Church. The café will be run by local organisation Achieve, Thrive, Flourish (ATF) in collaboration with health services. Council services including the Advice Store and Resident Involvement attended the launch and subsequent sessions to engage with and support residents. Basildon Activity Awards 2023 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 Find Your Active Basildon and supported by the council. 38 shortlisted nominees were announced across nine categories during the awards ceremony on 15 November 2023. The new swimming pool at Eversley Leisure Centre is now open. Costing £6.333m, this new facility has already had more than 15,000 people enjoying the pool and delivered 2,888 swimming lessons since November 2023. A new Changing Places Toilet has opened in Lake Meadows Park. This facility was funded by the Department for Levelling Up, Housing and Commu			

Portfolio: Health, Wellb	Portfolio: Health, Wellbeing, Leisure, Arts & Culture								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements					
				 The council was awarded £124,000 from the Sport England Swimming Pool Support Fund to install PV Solar Panels at Wickford Swim and Fitness Centre, improving energy efficiency at the site and resulting in all three sites of the leisure contract benefitting from this technology. The hockey pitch at Basildon Sporting Village was re-laid at a cost of £261,062, safeguarding the future of this popular sport in the borough for the long term. The Find Your Active partnership in Basildon was delighted to welcome the Chair of Sport England, Chris Boardman, to the borough this year to showcase the great work taking place across the borough to improve community health and wellbeing through sport and physical activity. The council will continue to work with local and regional partners as we transfer from a pilot test area to becoming a "place partner" for Sport England. 					
Pitsea Swimming Pool	Cllr Henry, Health, Wellbeing, Leisure, Arts & Culture	Tomasz Kozlowski, Director of Growth Paul Brace, Director of Community & Environment		 The new pool was completed and open to the public in November 2023. The construction process took 11 months to complete which has delivered a new 25-meter swimming pool with 4 lanes, new changing facilities, hoist to provide accessible swimming, new parking spaces and EV charging points. The project also contributes towards reduced health inequality within the borough and has provided improved access to swimming. Due to the carbon reduction initiatives employed throughout the delivery, the project has been successful in obtaining the Project Carbon Award from the Essex Business Unit. 					
Play Review	Cllr Henry, Health, Wellbeing, Leisure, Arts & Culture	Paul Brace, Director of Community & Environment		Investment was approved for play area improvements at thirteen sites across the borough. Works have been completed at the following sites: • Spire Road - £55,000 investment • Scarletts - £40,000 investment • Pendle Drive - £46,000 investment • Little Dodden - £43,000 investment • Great Gregorie (Small) - £30,000 investment • Codenham Green - £40,000 investment					

Portfolio: Health, Wellb	Portfolio: Health, Wellbeing, Leisure, Arts & Culture							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements				
				 Audley Way - £34,000 investment Jubilee Drive - £31,000 investment Works are in progress at the following sites: The Hatherley - £68,000 investment Fryerns Open Space - £140,000 investment Ward Close - £77,000 investment Contracts have been awarded and works will be commencing over the coming weeks at the following sites: Barnhall Recreation Ground - £49,000 investment Hannnakins Farm - £102,000 investment In addition, a new concrete skatepark has been installed in Northlands Park (£125,000 investment) and works are currently in progress to deliver the new concrete skatepark in Lake Meadows (£400,000 investment). Works are due to be completed over the coming weeks. 				
Creative and Cultural Industries Strategy	Cllr Henry, Health, Wellbeing, Leisure, Arts & Culture	Paul Brace, Director of Community & Environment		 The Creative and Cultural Industries Strategy was adopted by Cabinet in March 2024. This is the council's first such strategy and it will now set the direction for safeguarding and building the cultural and creative industry practices of the borough over the next 10 year period, with a particular focus on a cultural regeneration of Basildon Town Centre. Over the past year, Towngate has hosted over 50 events, workshops, and engagement activities for communities across the borough. This includes schools, community groups, and the artist community among others in the borough. Due to this work, we now have two resident community groups operating weekly creative activity out of the building who are also engaging with the theatre on projects, and schools now engaging as both audiences and longer-term with projects and creative industry activity. 				

Portfolio: Health, Wellbeing, Leisure, Arts & Culture								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements				
				 An emphasis has been placed on building our partnership working as a service provider, leading to partnerships and activity with Creative Basildon, Bas Arts Index, Essex Music Hub, VitaHealth, and cross-departmental work with Economic Department, Community Safety, among others. This had added an additional 20+ activities to the building including the most recent _LAB event for the inaugural Tech Festival. In total, over the past year, the Towngate has seen 1004 engagements in our work across the borough, with over 500 of these being new, unique participants – enough to fill an entire auditorium. These relationships and new participants have led to an increase in both short and long term projects in the theatre (both Towngate and Partners) and sense that the Towngate is a community space that local creative 				
				industries of all ages can not only use, but meaningfully engage with to support and grow.				
				Working collaboratively with local partners and The National Gallery, Basildon Town Centre played host the Constable's 'The Cornfield' this year. Residents, schools and voluntary groups alike was able to witness this locally and nationally significant work at close quarters and for free with approximately 500 visits over its four days in the borough				
				We have received a total of £40,016.00 since April 2023.				
				£18,901.00 raised from Arts Council England for our Artist Development programme, Towngate Ensemble, working with local artists, performers, and creatives to support in their development of their practice and new work to bolster the creative industries in the borough.				
				£21,115.00 raised from the Grassroots Music Fund with the Arts Council England for our live music nights, <i>Towngate LIVE!</i> . These are monthly live music nights for original music to support local music, whilst also bringing original music nights back to the Towngate and boost the towns night time economy.				

Ро	Portfolio: Health, Wellbeing, Leisure, Arts & Culture									
Ac	Activity Cabinet Member Lead Director Status		Status	Progress/Achievements						
					 The council has worked with Creative Estuary to secure £25,000 to aid the local cultural and creative industries sector to deliver local opportunities for borough residents and local creatives The council supports Creative Basildon in its mission to "unleash the creative spirit that runs through the veins of our community and provide more opportunities for local people to commission, create and participate in cultural activity in Basildon". This year Creative Basildon have continued to engage with the community across the borough. From community filmmaking in What will Become of Basildon? To Shine On! A winter festival. During this period there were more than 60 events in Basildon with a known audience of 8,000 and an estimated audience of 24,000. 					

Portfolio: Public Order & Safer Communities								
Activity	Cabinet Member	Lead Director	Aim					
Safer Basildon Partnership Strategy	Cllr Baggott, Public Order and Safer Communities	Lesley O'Shea, Director of Housing & Property		 The Safer Basildon Partnership Strategy 2022-2025 was agreed at Full Council on 17 November 2022. A year 1 action plan was agreed by the Safer Basildon Partnership with 100% of actions completed during 2023. Key outcomes include: Successful delivery of a programme of pop-up roadshows to raise awareness of key themes and improve perception of community safety. 31 took place across the Borough, distributing over 5,500 crime prevention materials, engaging with approximately 1000 residents. Educational programmes including Crucial Crew and Walk Online delivered to local schools focusing on staying safe online, ASB, gangs' awareness, and vaping. The programme will have engaged with 2845 Year 5 and Year 6 pupils, and 44 primary schools. 				

Portfolio: Public Order & Safer Communities								
Activity	Cabinet Member	Lead Director	Aim					
Activity		Lead Director		 Bids for external funding totaling £444,069.74 received to deliver projects focusing on Anti-social behaviour, serious violence, Violence against Women and Girls and additional CCTV. This will include the development and introduction of a Women's Safety Charter and increase the Community Safety Warden provision, to include an additional 4 wardens patrolling town centers and hotspot areas as identified as part of Op Minerva. Op Dial, a Home Office pilot to tackle anti-social behaviour ran in Elm Green providing high visibility uniformed patrols on days/times when ASB was highest. Basildon successfully delivered 100% of its patrols, and the Home office has extended the pilot into 2025/2025. Partnership operation with Essex Police called Op Mantis, ran from January to September 2023, focusing on serious violence. The op was responsible for 150 arrests, 55 remanded prisoners, in excess of 500 intel reports and a significant month on month reduction in street robberies, seeing a 33% reduction in the year. To raise awareness of domestic abuse and support services available, the Red Shoes project was organised to take place in Basildon Town Centre, as a visual display of red shoes signifying the victims who had died from domestic violence across Essex. The event was poignant and received positive feedback from those who attended. The partnership also supported White Ribbon Day and 16 Days of Activism against Gender based violence, with 3 pop up events in the community and a staff event, which resulted in 4 disclosures and referrals for support to our partners Changing Pathways. Community Safety Warden Patrols have been operational since 6 June 2022. A new 1 year contract, with provision to extend up to a further 2 years has been awarded, securing £80,000 savings. Key activity and successes from April 2023 to date (Jan 24) include: 48 verbal warnings issued. 7 written warnings issued. 				

Portfolio: Public Ord	er & Safer Commu	nities			
Activity	Cabinet Member	Lead Director	Aim		
				•	 108 ASB incidents, 57 drug/psychoactive substances, and 92 illegal use of motor vehicles have been witnessed whilst on patrol. 1565 high visibility specific PSPO patrols undertaken, 633 public household reassurance visits, and 592 business reassurance visits. An average of 56 locations patrolled per week including PSPO deployments and requests based on intelligence and reports received. Successful annual review of the PSPO resulting in variations to the existing PSPO to include Nevendon Park and Southfields Industrial site within the restricted areas, to address displacement of ASB. Data has shown there has been a total reduction of 28% in street crime, and a 35% reduction in street ASB in the top 11 patrolled locations when compared with the same period in 21/22. 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. A PSPO Annual Review Update, including recommendations for variations to the order and extension of the Community Safety Warden contract, was considered by Members on 16 March 2023.
Corporate Enforcement Policy	Cllr Baggott, Public Order and Safer Communities	Paul Burkinshaw, Director of Strategy & Governance		•	Cabinet considered and adopted a Corporate Enforcement Policy on 14th September 2023 which sets out the Council's intended enforcement approach and guidelines and provides a framework for enforcement officers to ensure their powers are transparent and consistently applied. Service specific enforcement policies should be developed in accordance with the Corporate Enforcement Policy taking account of subject specific matters which impact enforcement approach and decisions. Community Safety Warden Patrols have been operational since 6 June 2022, with a 12-month contract being awarded. They focus patrols based on daily intelligence of

Portfolio: Public Order & Safer Communities							
Activity	Cabinet Member	Lead Director	Aim				
				emerging issues or hot spots, alongside their regular patrols to monitor and enforce the borough-wide Public Spaces Protection Order.			

People Theme Performance Measures

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24
Terrormance maleator	Rey Deliverable	AIII	ZVZ IIZZ	LULLILU	As at 31/01/24
Councillor Sargent - Communities					
Number of new community & voluntary stakeholder contacts	Connected Communities Strategy	Maximise	90	130	51
Number of community & voluntary groups actively engaged in projects or partnership activities	Connected Communities Strategy	Maximise	New for 22/23	205	668
Hours of community volunteering in Culture & Health Service	Connected Communities Strategy	Maximise	9,067	15,234	13,081
Councillor Henry – Leisure, Wellbeing, Arts & Culture	,				
Number of new members at Activity Centres	Health & Wellbeing Strategy	Maximise	New for 22/23	663	1,774
No. of activities delivered each year across Activity Centres	Health & Wellbeing Strategy	Maximise	New for 22/23	5,614	4,872
Leisure LDP - Total number of engagements	Health & Wellbeing Strategy	Maximise	New for 22/23	44,473	44,532
Leisure - number of Street Tag steps	Health & Wellbeing Strategy	Maximise	New for 22/23	80,319,514	139,536,333
Number of bike applicants for Pedal Power	Health & Wellbeing Strategy	Maximise	New for	23/24	605
Number of bikes given away for Pedal Power	Health & Wellbeing Strategy	Maximise	New for	23/24	214
Number of Essex Pedal Power volunteers	Health & Wellbeing Strategy	Maximise	New for	23/24	18
Number of people accessing cycle training for Pedal Power	Health & Wellbeing Strategy	Maximise	New for	23/24	44

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Number of bikes returned for Pedal Power	Health & Wellbeing Strategy	Minimise	New for	23/24	1
% of attendees across all three sites of the leisure contract from low income postcodes (average)	Health & Wellbeing Strategy	Maximise	New for 22/23	29%	33%
Income generated from lettings (Cumulative)	People Theme	Maximise	£737,031	£739,045	£696,401
Towngate Theatre - Number of community shows	People Theme	Maximise	New for	23/24	80
Towngate Theatre - Number of ticket sold to community shows	People Theme	Maximise	New for	23/24	21,955
Cllr Baggott, Enforcement & Public Order			l		
Domestic Abuse - % of clients made safe	Safer Basildon Strategy	Maximise	New for 22/23	80.57%	82.43%
Domestic Abuse - % of cases with active client engagement	Safer Basildon Strategy	Maximise	New for	23/24	95.19%
Domestic Abuse - Number of cases open after 4 weeks from approach	Safer Basildon Strategy	Minimise	Minimise New for 23/24		38
Domestic Abuse - Number of client's that re-approached	Safer Basildon Strategy	Data Only	New for 22/23	81	42
Number of Domestic Abuse cases (ASB & SEDAH combined)	Safer Basildon Strategy	Minimise	New for 22/23	471	331
% of closed successfully resolved ASB cases	Safer Basildon Strategy	Maximise	95.92%	94.26%	96.52%
Number of safeguarding referrals	Safer Basildon Strategy	Maximise	111	107	83
ASB - % of respondents satisfied with the way their landlord handled their ASB case	Safer Basildon Strategy	Maximise	83.78%	96.69%	96.43%
% respondents satisfied with the outcome of their ASB case	Safer Basildon Strategy	Maximise	63.9%	86.8%	91.7%
ASB - Number of enforcement actions (cumulative)	Corporate Enforcement Policy	Maximise	32	43	537

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Total number of verbal warnings issued by the accredited officers	Corporate Enforcement Policy	Maximise	New for 22/23	101	48
Total number of written warnings issued by the accredited officers	Corporate Enforcement Policy	Maximise	New for 22/23	6	7
Total number of FPNs issued by the accredited officers (PSPO's Public Space Protection Order)	Corporate Enforcement Policy	Maximise	New for 22/23	5	16
Tenancy Management - Number of Enforcement Actions	Corporate Enforcement Policy	Maximise	27	21	663
Total Number of Evictions (ASB, Rents & Tenancy)	Corporate Enforcement Policy	Maximise	New for 22/23	9	10
% of licensable HMO's which hold a license	Corporate Enforcement Policy	Maximise	New for 22/23	88.64%	94.84%
Number of service interactions resulting in enforcement activity for the protection of public safety or prevention of harm	Corporate Enforcement Policy	Maximise	27	36	19
Environmental Enforcement - number of FPNs issued	Corporate Enforcement Policy	Maximise	New for 22/23	802	2,085
Environmental Enforcement - FPNs overturned on appeal	Corporate Enforcement Policy	Minimise	New for 22/23	0.98%	0.48%
Environmental Enforcement - % positive outcomes resulting from environmental enforcement prosecutions (court)	Corporate Enforcement Policy	Maximise	New for 22/23	100%	100%
Number of all planning enforcement notices issued by Planning Enforcement (cumulative)	Corporate Enforcement Policy	Maximise	4	6	12
The number of appeals made against enforcement notices (under section 174)	Corporate Enforcement Policy	Maximise	New for	- 23/24	8
Number of fraud referrals received by Counter Fraud Team	People Theme	Maximise	258	605	480
Council properties returned	People Theme	Maximise	4	3	4

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Number of RTBs stopped	People Theme	Maximise	10	12	7
Number of Housing Applications cancelled	People Theme	Maximise	7	16	11
Cashable Savings - Fraud (all areas)	People Theme	Maximise	£49,440	£168,838	£91,218
Non-Cashable Savings – Fraud (all areas)	People Theme	Maximise	£580,154	£1,717,491	£1,059,589

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

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.

Outcomes (Place) Key Deliverables 1. We will deliver a Climate Change Strategy setting out our actions and mitigations to deliver on our targets of net zero carbon emissions as a council We will continue to enhance our parks by 2030 and net zero carbon emissions as a borough by 2050. and open spaces to improve the 2. We will develop and deliver the Safe and Sound Estates Programme. quality of life of all our residents. 3. We will continue to invest in our housing stock and other building assets and We will work with residents and will deliver corporate and housing asset management strategies to co-ordinate businesses to keep streets and this activity. neighbourhoods clean and well 4. To ensure best practice runs consistently through our housing service we will presented. deliver a Housing Strategy and enact the recommendations of the LGA We will refresh our estates and Housing Peer Challenge review. homes. 5. We will respond to the requirements of new environmental legislation and We will deliver our housebuilding ensure our waste is managed using the highest environmental standards programme to ensure that residents through delivering a Waste Strategy. enjoy modern homes and facilities. To create, restore and enhance green spaces across the borough, we will We will work with partners to secure deliver a Biodiversity Plan. better active travel options. We will deliver an Active Environments Strategy for the borough to promote walking, cycling and help bring about a carbon-neutral transport system.

Place Theme – Key Deliverables

Portfolio: Environment, Carbon Reduction & Waste Enforcement									
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements					
Climate Change Strategy	Cllr Blake, Environment, Carbon Reduction & Waste Enforcement	Paul Brace, Director of Community & Environment		 The revised Climate Change Strategy and Action Plan was approved by Cabinet in September 2023. A Carbon Literacy training programme has been rolled out to all senior managers in the organisation to improve understanding of climate change and the impacts in support of wider business decisions. Bronze Carbon Literacy status achieved A Net Zero Neighbourhood proposition was made via Catapult to COP28 in relation to Lee Chapel North as a part of the Safe & Sound Estate Programme. The purpose is to try and encourage private investment in Net Zero projects. A retrofit show home is in development for use as a part of the Social Housing Decarb fund project. Planning Permission has been granted for a pilot Passivhaus development at Ryedene (a 3 storey block consisting of 9 flats). The Pedal Power project in conjunction with Active Essex is successfully running with around 600 bikes having been distributed to residents of the borough. Biodiversity Action Plan approved at Cabinet in December 2023 and is now in delivery as a business as usual service. A new 9 hectare proposed nature reserve has been created at St Nicholas Church Hills site along with habitat creation of ponds, stumpery and wood pasture as well as the restoration of woodland and grassland habitats. Installation of signage across 10 sites in the borough to educate local residents about Biodiversity and providing habitat for a range of wildlife. Restoration to Mill Meadow SSSI has been completed by implementing a new grazing strategy and cutting regime. 					

Portfolio: Environment, Carbon Reduct	Portfolio: Environment, Carbon Reduction & Waste Enforcement								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements					
				£1.5m funding received under the Homes Upgrade Grant 2 for energy efficiency works to local homes which are off gas.					
Waste Strategy Delivery Programme	Cllr Blake, Environment, Carbon Reduction & Waste Enforcement	Paul Brace, Director of Community & Environment		 The first fully electric fleet was rolled out for our food waste recycling collection. Since the new waste changes, there has been a circa 35% increase in food recycling. Introduced a Garden Waste Subscription Service which increased collections from fortnightly to weekly with more efficient routing. Introduced a non-recyclable fortnightly wheeled bin collection. Introduced separated recycling collections. The recycling rate increased to 58% for December 2023 (unconfirmed figures) compared to December 2022 where it was 41%. From November 2023 to December 2023, the recycling rate increased by 11%. Waste going to landfill has reduced by 23% comparing November 2023 with December 2023 					
Parking Strategy	Cllr Blake, Environment, Carbon Reduction & Waste Enforcement	Paul Brace, Director of Community & Environment		The first phase of the parking strategy was to engage with the public and has received the endorsement from the prosperity scrutiny committee. The parking strategy drafted and consulted upon had interventions to improve on and off-street parking across the borough over the next 30 years. The public consultation received over 1300 responses. The parking strategy is on the forward plan for a future meeting on the place scrutiny committee, at which feedback will be considered prior to the potential adoption at a future cabinet meeting.					

Portfolio: Housing & Estates Renewal								
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements				
Safe and Sound Estates Programme	Cllr Schrader, Housing & Estates Renewal	Lesley O'Shea, Director of Housing & Property		 The team have been utilising existing repairs and stock condition data along with national statistics including from the Police as part of an ongoing strategic approach to programme delivery on all estates. A pilot scheme for the replacement of bin stores on the Felmores estate took place following feedback from residents that their current storage units were not fit for purpose. 7 local residents signed up to receive the new units and work is ongoing to assess the viability of rolling out estate wide. 2 new communal bin units have been designed and fabricated by the supplier as a part of the bin store pilot on Felmores, with officers currently consulting with residents to ensure they are installed in suitable locations. Community engagement events took place across the Lee Chapel North & Five Link estates throughout summer 2023 to inform the development of the Estate Improvement Plans for both estates. Mechanical Sweeper was purchased through the Safe & Sound budget to assist with keeping the estates cleaner. Trust Links working alongside residents to create community projects involving bulb planting, creation of raised beds and the ongoing maintenance throughout the 3 priority estates. Installation of a new hand rail at Felmores Shops to improve safety and the look of the area. Additional CCTV installed across the initial 3 priority estates at Felmores Shops, Elizabeth Way Shops and Ballard's Walk to improve resident security. Secured additional funding from Essex County Council to commence a cycle storage/parking pilot in Lee Chapel North. Pride Team allocated to the initial 3 priority estates improving the look and accessibility for residents. 				

Portfolio: Housing & Estates Renewal				
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Housing Task Force	Cllr Schrader, Housing & Estates Renewal	Lesley O'Shea, Director of Housing & Property	•	 Introduction of the contribution charge which has seen a 50% collection rate to date. The Housing Allocations Scheme has been redrafted and is currently out for consultation. Agreed a partnership with Greater Change to deliver innovative homelessness prevention measures plus an additional £20k match funding.
Housing Strategy	Cllr Schrader, Housing & Estates Renewal	Lesley O'Shea, Director of Housing & Property		 The redesignation of some sheltered homes to general needs commenced due to the decrease in demand for sheltered housing in Basildon such as studio flats, and upper one bed flats. The publication of the Five-Year Housing Land Supply Report in line with the National Planning Policy Framework (NPPF) which requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide a minimum of five years' worth of housing land against their housing requirement Coventry University became the first higher education partner for South Essex Advanced Training Skills (SEATS) in a new regional venture to bring degree-level training opportunities to people in Basildon. SEATS is an employer-led organisation, supported by local authorities, with the aim of training the future workforce for South Essex. SEATS sets out to provide training to support young people into advanced technical roles. A creative centre for screen and digital technologies campus was launched which will bring a range of benefits to local residents; including a boost to the local economy by stimulating growth in the creative-digital sector; revitalising parts of Basildon town centre in need of redevelopment; new office and creative space for local entrepreneurs and start-ups; and a wider range of further education and employment opportunities for local people.

Portfolio: Housing & Estates Renewal				
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				 As part of Basildon Council's Safe and Sound Estates Programme, Basildon Council has installed new CCTV cameras across targeted borough estates. The new cameras have been installed in key locations across Five Links and Lee Chapel North, helping communities feel safer. The council received government funding to support targeted community projects, tackling neighbourhood crime such as burglary, robbery, theft and vehicle theft, as well as reducing violence against women and girls. The Community Safety Warden scheme supports the delivery of the Councils Safer Basildon Strategy 2022 -25 and supports enforcement of the borough Public Spaces Protection Order. A new contract to deliver the Community Safety Warden scheme was awarded. Contract with EON has been signed and a programme of energy efficiency works to 400 residents' homes has commenced As part of the new local plan an Issues and Options consultation took place in the summer. The Consultation explored a wide range of topics, including housing, employment, transportation, infrastructure, and environmental sustainability. It provided a platform for engagement, encouraging participation from residents, businesses, and community groups.
HRA Asset Management Strategy	Cllr Schrader, Housing & Estates Renewal	Lesley O'Shea, Director of Housing & Property		 Following approval of the Asset Management Policy by Cabinet in December 2022, the HRA Asset Management Strategy and delivery plan was approved by Cabinet in October 2023. Contract with EON has been signed and a programme of energy efficiency works to 400 residents' homes has commenced.

Portfolio: Housing & Estates Renewal				
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
				 Building Safety delivery plan in place with initial activity and training completed ensure Basildon is compliant with the new regulations. The revised governance of the BBC and Morgan Sindall Partnership was implemented in 2022 with Repairs and Planned works reports including a comprehensive review of performance considered by Place Scrutiny Committee in July 2023 and February 2024.
Corporate Asset Management Strategy	Cllr Schrader, Housing & Estates Renewal	Lesley O'Shea, Director of Housing & Property	_	 Following approval of the Asset Management Policy by Cabinet in December 2022, the Corporate Asset Management Strategy and delivery plan was approved by Cabinet in December 2023. A delivery plan has been established to deliver a range of key projects to ensure the approved Strategy is delivered.
Pitsea CDC	Cllr Sargent, Communities Cllr Henry, Health, Wellbeing, Leisure, Arts & Culture	Paul Brace, Director of Community & Environment Owen Sparks, Director of Resources		 The Council were approached in early 2023 by the Mid and South Essex NHS Foundation Trust following their consultation regarding community diagnostic services. The Place, in Pitsea, was identified as the preferred location for a new CDC facility. This will also provide a new library and new activity centre facilities. Engagement has been carried out with the Activity Centre Committee and the hiring groups, and public engagement meetings were held in autumn 2023, which were extremely well attended. Cabinet approval to proceed with the project was granted in June 2023 and planning permission was granted on 7th February 2024. The next steps are now to finalise the detailed construction programme and complete the Development Agreement with formal ratification by all partners.

Place Theme Performance Measures

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24				
Councillor Blake, Environment & Carbon Reduction									
Grass cuts against 20-day cycle (average)	Climate Change Action Plan	Minimise	New for 22/23	12.9	14.7				
% of hard surfaces inspected	Climate Change Action Plan	Maximise	New for	r 23/24	95.99%				
The % of inspections at grade A and B (Contractual performance)	Climate Change Action Plan	Maximise	New for	r 23/24	81.14%				
% of tree requests inspected within 8 weeks	Climate Change Action Plan	Maximise	New for	r 23/24	38.84%				
Volume of waste sent for disposal per household (Kg's)	Waste Strategy Delivery Programme	Minimise	577kg	512kg	386kg				
Refuse and Cleansing - % recycling contamination levels	Waste Strategy Delivery Programme	Minimise	New for 22/23	10.89%	13.01%				
Missed Collections Reported	Waste Strategy Delivery Programme	Minimise	New for 23/24		10,896				
Number of container requests received	Waste Strategy Delivery Programme	Data Only	New for	r 23/24	14,653				
% Household Recycling rate	Waste Strategy Delivery Programme	Maximise	46.4%	45.8%	48.5%				
Fly tip removal (days)	Waste Strategy Delivery Programme	Minimise	2.52	2.67	2.8				
Fly tip incidents (cumulative)	Waste Strategy Delivery Programme	Minimise	3,659	4,120	4,437				
Fly Tipping - the number of investigations resulting in a FPN, or corrective action being taken	Waste Strategy Delivery Programme	Maximise	174	148	40				

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Level of income from car parks	Parking Strategy	Maximise	New for 23/24		£284,471
Building Control - Average number of days between day of approval and certified day of completion	People Theme	Minimise	New for 22/23	28	41
Refuse and Cleansing - No. Personal accidents	People Theme	Minimise	New for 22/23	35	17
Building Regulations Market Share %	People Theme	Maximise	72%	72%	70%
Councillor Schrader, Housing & Estates Renewal					
Pride Team - No. locations visited (initiative-taking works)	Safe and Sound Estates Programme	Maximise	1,054	8	3
Number of households living in temporary accommodation (snapshot)	Housing Taskforce	Minimise	623	659	682
Number of homelessness applications (accepted duty) (cumulative)	Housing Taskforce	Minimise	269	270	236
% of all cases closed for which homelessness was prevented (prevention duty)	Housing Taskforce	Maximise	68.99%	63.64%	57.89%
% of all cases closed for homelessness was relieved (relief duty)	Housing Taskforce	Maximise	19.07%	25.43%	22.29%
% of all cases closed for which main homelessness duty was accepted	Housing Taskforce	Minimise	62.27%	73.23%	77.75%
% of properties compliant with an up-to-date Electrical Inspection certificate HRA	Housing Strategy	Maximise	97.41%	97.27%	97.39%
% of HRA Dwellings that meet the decent homes standard	Housing Strategy	Maximise	95.31%	95.17%	88.45%
Gas - % of properties compliant including all voids (snapshot)	Housing Strategy	Maximise	99.31%	99.19%	99.44%
Gas Repairs % of appointments kept	Housing Strategy	Maximise	98.51%	98.96%	94.36%

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
% repairs, where an appointment was kept	Housing Strategy	Maximise	91.45%	87.64%	93.59%
% of customers satisfied with the Repairs Service	Housing Strategy	Maximise	86.43%	86.93%	87.64%
Void contractor average number of days to make homes ready to let	Housing Strategy	Minimise	14.1	10.1	8.7
% of handovers projected against target (HRA)	Housing Strategy	Maximise	New for 22/23	100%	52.38%
Rent collected as % of rent due	People Theme	Maximise	99.7%	95.9%	100%
No. of Discretionary Housing Payments (DHP) Applications Awarded (Basildon)	People Theme	Maximise	682	675	527
Discretionary Housing Payment (DHP) expenditure (Basildon)	People Theme	Data Only	£647,480	£637,207	£507,033
% of Residents Satisfied with the Cleaning - Overall	People Theme	Maximise	97%	88.4%	84.7%
% of Voids Rent Loss (Dwellings only)	People Theme	Minimise	1.77%	1.33%	0.96%

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. 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%). Midskill 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%.

Outcomes (Prosperity) Key Deliverables 1. We will use our influence to secure inward investment for the borough, to ensure that our communities benefit from growth and increased economic activity. 2. We will use our influence to improve the skills and We will promote the borough as a place to do employment prospects of local people. business, to invest, and compete in the global 3. We will work in partnership with the private sector to ensure economy. our residents have the skills to access high quality jobs to We will use our influence to ensure all our improve prosperity and wellbeing across the borough and residents get the best education and skills to wider South Essex. benefit from growth opportunities and to create 4. We will develop a single narrative for growth, employment their own success. and skills, regeneration and connectivity, to enable the We will use our influence to continue to power council to capture and prioritise regional and localised economic growth, capturing the opportunities that ambitions through the Basildon Strategic Growth Plan. arise to benefit everyone fairly. 5. We will continue to seek access to Government funding to We will work with and support businesses and promote prosperity. communities to revive our town centres. 6. We will refresh our approach to regenerating our town centres, placing the views of our communities at its heart. We will use our planning powers to ensure homes 7. We will deliver a new Local Plan to include sites for new are provided to match the full range of need across the borough. homes and affordable housing with required infrastructure, land for employment, and protection of our open spaces. 8. 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 environmental objectives.

Prosperity Theme – Key Deliverables

Portfolio: Business Engagement, Skills, and Procurement Oversight						
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements		
SEC – South Essex Advanced Technical Skills (SEATS)	Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Tomasz Kozlowski, Director of Growth		 South Essex Advanced Technical Skills (SEATS) formally established and opened for business 38 first students enrolled with a further 20 planned Successfully recruited to the permanent Managing Director and Business Development Manager 		
Basildon Borough Growth Vision	Cllr Hedley, Business Engagement, Skills, and Procurement Oversight Cllr Rimmer, Economic Stimulus & Tourism	Tomasz Kozlowski, Director of Growth		 Basildon Borough Growth vision approved at Cabinet Engagement plan in development 		
Economic Development and UK Shared Prosperity Investment Prospectus	Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Tomasz Kozlowski, Director of Growth		 80 people trained, 19 people supported to develop their business startup idea and 3 businesses secured investment finance through the 'Launch-It' Creative Tech Business Accelerator 1 General Business Adviser, 1 Finance Adviser and 1 Social Enterprise Adviser appointed to support businesses/Social Enterprises to grow, develop and survive. Over 1000 families, businesses, schools and young people were attracted to over 13 events as part of the first Creative Tech Festival, with 14 schools and over 90 educators engaged. Partners in the delivery of the festival included Ford, Leonardo and Case New Holland 4 Feasibility Studies funded including the Billericay and Wickford Business Improvement Districts, Wickford FC 3G Football Pitch and a range of walking and cycling infrastructure 		
Economic Development and improving the skills and employment options of local residents	Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Tomasz Kozlowski, Director of Growth		 Over 1000 young people attended the annual Basildon Skills Show in October 2023, to understand what future careers options were available to them, with over 45 exhibitors providing hands on activities for young people to experience Over 2500 primary aged pupils in 18 different primary schools being reached every month via 'My Future, My Basildon', an innovative primary aged careers 		

Portfolio: Business Engagement, Skills, and Procurement Oversight							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements			
				 programme, launched in partnership with Essex County Council, the University of Essex and Southend YMCA. MFMB takes 18 different professionals into primary schools in Basildon over the school year via online talks, to discuss their work and roles. Over 1500 people supported with employment, skills and training advice through the Advice Store in 2023-24. 			
Economic Development and supporting local businesses	Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Tomasz Kozlowski, Director of Growth		 Over 3500 businesses supported in the borough through a range of different business support activities (events, face-to-face support etc.) Two major firms retained in the borough whose leases were coming to an end through our account management support, securing over 150 jobs in the borough. Over 300 business or skills events directly delivered, or delivered in partnership with other organisations Launched Basildon Business Leaders, a refresh of the old Basildon Business Group, to strengthen joint working with the local business community. Launched the South Essex HR Leaders network, to create a forum for engaging with Human Resources managers in the area, and encourage the sharing of good practice on HR matters 			

Portfolio: Economic Stimulus & Tourism							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements			
Basildon Town Centre Delivery Programme	Cllr Rimmer, Economic Stimulus & Tourism	Tomasz Kozlowski, Director of Growth		 In July 2023, the Council were advised that Empire entered Voluntary Administration. In order to protect the asset and Council investment the building was taken by via forfeiture. This approach has enabled Officers to undertake a marketing process to secure a new operator. This approach has been successful, and the Council are in lease negotiations with a new operator. It is expected that Cabinet will award the lease to Vue cinemas in March 2024. Work 			

Portfolio: Economic Stimulus & Tourism							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements			
				 is expected to start on site within the next couple of months with the aim of cinema being open for trading later in the year. To date, 3 out of the 6 commercial units have been let and once the new anchor is fully confirmed a new process with be undertaken to secure end users for the remaining units. A project has been commissioned to implement and improve new wayfinding in the town centre. This project is expected to be completed by early April 2024. Proposals are being prepared to improve the new lighting in the town centre. Continued to progress the Centre for Screen and Digital Technologies project in Basildon Town Centre, designed to repurpose the old Robins Cinema into Cultural Hub 			
Basildon Ambulance Hub - Nethermayne	Cllr Rimmer, Economic Stimulus & Tourism	Tomasz Kozlowski, Director of Growth	_	 The Development Agreement with the East of England Ambulance Trust was finalised and signed in December 2023. The VEAT Notice has been issued and will be in place for the next 6-months. In the meantime, the architect is being commissioned to prepare the planning application and be ready for submission at the end of the VEAT period. 			
Laindon - Public Realm	Cllr Rimmer, Economic Stimulus & Tourism	Tomasz Kozlowski, Director of Growth	_	 A competitive procurement process was undertaken using a framework. From this, 2 tenders were received and evaluated by the team. The evaluation concluded that the costs were much higher than the Cost Plan and it was the view of the team that the costs provided did not provide value for the money for the Council. Alternative solutions were considered, and it became clear that Officers could commission this work using an existing contract arrangement. A quotation was requested which was in line with expectations. It is proposed that H&B will undertake the works and it is estimated that the project will be completed by the end of April 2024. 			

Portfolio: Economic Stimulus & Tourism								
Activity Cabinet Member Lead Director Status Progress/Achievements								
Pitsea – High level Capacity Review and Financial Appraisal	Cllr Rimmer, Economic Stimulus & Tourism	Tomasz Kozlowski, Director of Growth		Future opportunities will now be reviewed and considered now that plans have been approved for the new Community Diagnostics Centre.				
Wickford Regeneration Programme	Cllr Rimmer, Economic Stimulus & Tourism	Tomasz Kozlowski, Director of Growth		The market has been relocated to Woodlands Road after the temporary traffic regulation order came to an end in June 2023. This was to enable the market to keep trading to support the local community. The Council has invested capital funding into the site to create a new space and surface with new fencing to create a safe space for the market to operate and people to visit.				

Portfolio: Strategic Planning, Infrastructure and Planning Enforcement							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements			
Local Plan	Cllr Moore, Strategic Planning, Infrastructure and Planning Enforcement	Tomasz Kozlowski, Director of Growth		 Regulation 18 Issues and Options Consultation completed through the newly designed online platform which saw: 7933 visitors overall during the live consultation 4453 visitors arrived after clicking a link in an email Visitors from emails were more likely to contribute (364) 1755 visitors arrived via a link on another domain such as basildon.gov.uk Only 2 visitors came from paid social media Visitors to the platform continues to rise –in excess of 1100 visitors since the consultation closed! This supports the need to continue to use the platform as an engagement tool in between formal consultation activity 1726 people have signed up to receive updates on the Local Plan since 27 June Communications campaign Press release at launch and towards the end of the consultation period, both picked up by Echo online Regular promotion of the consultation on the council's social media channels Regular promotion of the consultation in the council's email newsletter to 39,000 residents 			

Portfolio: Strategic Planning, Infrastructure and Planning Enforcement									
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements					
				 Reminders sent to Commonplace news subscribers through the consultation platform Facebook reach over 200,000 (how many people saw a post about the consultation at least once) 2,400 link clicks generate by facebook posts 800 link clicks generate by email newsletters 					

Prosperity Theme Performance Measures

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Councillor Hedley, Business Engagement, Skills and F	Procurement Oversight				
Number of young people participating in careers activities as a result of Council interventions and support	Economic Development including UK Shared Prosperity	Maximise	New 2022/23	788	3,217
Advice Store: Number of people supported with employment, education and training advice	Economic Development including UK Shared Prosperity	Maximise	537	1,613	1,003
New jobs and opportunities created for local people	Economic Development including UK Shared Prosperity	Maximise	172	4	254
Number of apprenticeships/traineeships in the Borough linked to Council Contracts or Section 106 agreements	Economic Development including UK Shared Prosperity	Maximise	4	2	2
Cllr Moore, Strategic Planning, Infrastructure & Planni	ng Enforcement				
Speed of 'Non-Major' Development - planning applications within 8 weeks or within agreed timeframes	Prosperity Theme	Maximise	79.4%	75.5%	81.2%

Speed of 'Major' Development - planning applications within 13 weeks or within agreed timeframes	Prosperity Theme	Maximise	85.7%	81.3%	87.5%
Quality of 'Major' Development - planning appeals allowed 2 year rolling figure	Prosperity Theme	Minimise	0.00%	6.25%	16.33%
Quality of 'Non-Major' Development - planning applications 2 year rolling figure	Prosperity Theme	Minimise	1.00%	1.71%	1.57%
Planning Applications received (Major and Minor)	Prosperity Theme	Data Only	New for 22/23	990	576
Number of planning applications appeals lodged	Prosperity Theme	Data Only	81	75	46

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) Finance and Resources: Generating income through procurement. management and commercial activity throughout the organisation. The ongoing review and redesign of services as part of the Organisation Strategy. Good Governance: Developing the activity of Sempra Homes. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the A focus on growing income from business rates through rule of law. supporting economic development. Ensuring openness and comprehensive Working with partners to more effectively deliver services and stakeholder engagement. positive outcomes for residents. 3. Defining outcomes in terms of sustainable Generating new ideas for delivering efficiencies. economic, social, and environmental benefit. Optimising the council's use of technology to enable new ways Determining the interventions necessary to of working and improving service quality for our residents. optimise the achievement of the intended Ensuring the council's assets are used effectively and outcomes. efficiently. Developing the entity's capacity including the **Organisation Strategy and Values:** capability of its leadership and the individuals within Reviewing our services to ensure that what we deliver is targeted, efficient and effective and places our customers at Managing risks and performance through robust the heart of what we do including a review of case internal control and strong public financial management and how we can effectively and efficiently deal management. with enquiries. Implementing good practices in transparency Continued development of our workforce so that they are reporting and audit to deliver effective appropriately skilled to meet future demands and challenges accountability. Effective channels to enable residents to efficiently transact with the council. Streamlined processes that are standardised and make the best use of technology.

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.

Fit For Purpose Theme – Key Deliverables

Portfolio: Leader of the Co	uncil			Portfolio: Leader of the Council							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements							
Case Management Phase 1	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change Owen Sparks, Director of Resources		 The Case Management Phase 1 has successfully transitioned to the Cloud Based version, leveraging the latest technology and best practices to enhance our service delivery and customer satisfaction. This has enabled us to have greater visibility of demand and optimise our resource allocation and workflow management. 							
Member Enquiries	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change Owen Sparks, Director of Resources		 As with the Case Management Phase 1, the Member Enquiries have successfully transitioned to the Cloud Based version, enhancing our service delivery. This has enabled us to have greater visibility of demand and optimise our resource allocation and workflow management. The Final Round of changes are set to be made before this project can be set as complete. 							
Waste Strategy – Digital Implementation	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change Paul Brace, Director of Community & Environment	_	 The Green Waste Subscription model has been successfully delivered which has enabling the council to generate a significant income from the new revenue stream. Currently the Green Waste Subscription service is being launched undergoing its first 'resubscription' period which should better reflect the user numbers for future projections, rather than the initial uptake. A new system for the management of the other waste functions have been created. This allows visibility of crew performance, allowing the delivery of the InCab solution to be feasible. 							
Housing HMS Civica replacement	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change		The HMS replacement project is currently undergoing the procurement process, following the established guidelines and criteria to select the most suitable vendor.							

Portfolio: Leader of the Co	Portfolio: Leader of the Council							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements				
	Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Lesley O'Shea, Director of Housing and Property		 The project will need to obtain the approval from the Cabinet before proceeding to the next phase of implementation. In the meantime, the extension of the current supplier contract will also need to be presented to the Cabinet in March, with the option of either a one-year or a two-year extension, depending on the estimated timeline and budget of the new system. 				
Legal Case Management System	Cllr Baggott, Leader of the Council Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Paul Burkinshaw Director of Strategy & Governance		 The Legal Case Management System project is in the Specification stage, where the requirements and design of the system are being defined and documented. The project team has conducted service discussions with the stakeholders to assess the resource availability and capacity to carry out the project. Once the Specification is reviewed and updated, the project can progress. 				
Telephony	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change Owen Sparks, Director of Resources	<u> </u>	 The Telephony project is nearing its completion, with the closure report being prepared to document the project outcomes, benefits, and achievements. The system has been operating successfully for the last quarter, with positive feedback from the users and stakeholders. The project team is conducting a Lessons Learnt session to identify the strengths and weaknesses. The project will also implement continuous improvement measures in the future, as and when required, to ensure the system remains upto-date and meets the changing needs of the customers. 				
NTT Contract/ Infrastructure/Azure Cloud Migration	Cllr Baggott, Leader of the Council Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Stuart Young, Director of People and Change	•	 The NTT/Infrastructure/Azure Cloud Migration project is in its final stage. The project has successfully migrated the infrastructure and services to the Azure Cloud platform, enhancing the security, scalability, and performance of the system. The project has also precontracted for other services that will be delivered in the future. The project team is currently conducting the procurement activities that need to be updated and renewed this year, following the best practices and standards. 				

Portfolio: Leader of the Co	Portfolio: Leader of the Council							
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements				
				The contract with the vendor is scheduled to end in May 2024. The project team is also finalising the contracts and agreements with the vendor. The shift to the cloud has been a success, with minimal disruption to the system and the users.				
Website	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change	<u> </u>	 The Website project has completed the Phase 1 roll out. Currently the Board is awaiting the Closure report, which will document the achievements, benefits, and lessons learned of the Phase 1. The project team is also working on the Business case for Phase 2, which will outline the objectives, scope, budget, and timeline of the next phase of the project. The Business case will need to be submitted for board approval before proceeding to the Phase 2 implementation. Training sessions for staff have been carried out to familiarise them with the new website and its features. 				
Hybrid Review	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change		 A revised floor plan for the Basildon Centre has been implemented with 22 new monitors installed creating 4 new team working spaces and a updated lounge area has been developed, with a new area being realized for singular working. Communications have been delivered to all staff, starting with a message from the Chief Executive on 15 September. Further messaging has been produced, including updates on the new 1-2-1 guidance, dress code, booking system update and ways of working thought Q3. The refreshed Hybrid Policy will be circulated and updated on our corporate pages alongside the PMP review in Q2 2024/25. There is ongoing progress to the implementation to a new desk booking system which will aim to procure in January 2024. There has also been addition of Hybrid enabled technology in more meeting rooms at both the Bas Centre and the Depot, including the larger Board Room at the Depot. 				

Portfolio: Leader of the C	ouncil			
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements
Cyber Security	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change		 The Council's Cyber Security acts as an ongoing programme of activity, utilising many different sub-projects to ensure that Cyber Security at Basildon Council is always effective and improving across all departments. Listed below is a few successful examples of the initiative carried out for our Cyber Security; Organisation wide Cyber presentations for each department; delivering key cyber messaging around Prevention/Education & our plans around Response. These presentations have been running since last summer and we are about 90% way through the business. Ran a phishing campaign, which led to a Metacompliance Phishing guidance module with associated Quiz as required. Ran a one off Financial focused Metacompliance Phishing simulation with associated quiz for the internal finance team. Introduced the Basnet Cyber page that is kept up to date on all published cyber themes.
Procurement Pipeline	Cllr Baggott, Leader of the Council Cllr Hedley, Business Engagement, Skills, and Procurement Oversight	Owen Sparks, Director of Resources	<u> </u>	 The pipeline now includes the items on the contract register items and continues to be imbedded throughout the organisation. Monthly meetings with the procurement portfolio holder, Cllr Hedley, are in place to share and review the procurement pipeline and provide greater oversight. An inaugural meeting of the Overview and Scrutiny Subcommittee took place, following member training. The procurement pipeline is a working document, additions are reported to the Cabinet Lead for Procurement. Meetings will be undertaken with service leads to determine the next years Procurement Pipeline plan.
Workforce Strategy	Cllr Baggott, Leader of the Council	Stuart Young, Director of People and Change	_	In support of the workforce strategy refresh a project to review and redesign the councils PMP's (Performance Management Procedures) was considered and approved at the Fit For Purpose Programme and Performance Board on 19 December 2023.

Portfolio: Leader of the Council						
Activity	Cabinet Member	Lead Director	Progress/Achievements			
				 Officers have established a detailed delivery plan and the timeline recommended for this project has been updated to accurately reflect the recent restructure of the service and will look to go live by April 2024. The wider Workforce Strategy is looking to be refreshed with a revised action plan being developed with deliverable actions and projects starting the Discovery Stage in February 2024. 		
Data & Insight Strategy	Cllr Baggott, Leader of the Council	Paul Burkinshaw, Director of Strategy & Governance		 The Data and Insight Strategy was approved by Cabinet 07 December 2023. The Data and Insight network and working groups have been initiated and are in the progress of starting to deliver the actions laid out in the strategies action plan. 		

Portfolio: Resources & Commercial						
Activity	Cabinet Member	Lead Director	Status	Progress/Achievements		
Commercial Programme	Cllr Sullivan, Resources & Commercial	Owen Sparks, Director of Resources		 The Commercial Programme is a set of projects focussed on supporting services to become more efficient. Through changing the way, they deliver their services, review their income opportunities, and learn from best practice. Some example of its projects include the Contract Toolkit Rollout, multiple large value contract reviews and savings from pre-existing contracts. 		
MTFS	Cllr Sullivan, Resources & Commercial	Owen Sparks, Director of Resources		The MTFS sets out the forecast financial position of the Council over a 10-year period. It is used as a planning tool to allocate resources for the delivery of the Council's corporate plan, and as a basis for setting Council Tax and rent levels for the following year – 2023/24.		

Fit for Purpose Theme Performance Measures

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Councillor Baggott, Leader of the Council					
Total Number of Complaints	Case Management - Phase 1	Minimise	816	1,636	5,481
% of customer complaints dealt within SLA	Case Management - Phase 1	Maximise	70.38%	58.32%	63.33%
Total Number of Compliments (cumulative)	Case Management - Phase 1	Maximise	1,926	263	289
% of FOI responses outside of 20 day timeline	Case Management - Phase 1	Minimise	5.4%	6.53%	32.05%
Total Number of Member Enquiries	Member Enquiries	Minimise	3,512	4,271	4,490
% of Member enquiries responded to within 10 working days	Member Enquiries	Maximise	79.77%	78.26%	70.27%
Corporate working days lost due to sickness - rolling 12 mth average	Workforce Strategy	Minimise	11.56	10.70	9.88
Days lost - Long Term sickness	Workforce Strategy	Minimise	6.86	5.45	3.43
Days lost - Short Term sickness	Workforce Strategy	Minimise	4.7	5.17	3.77
% staff leaving within 12 months of starting (rolling 12 months)	Workforce Strategy	Minimise	11.46%	25%	15.79%
% of new starters by BAME	Workforce Strategy	Maximise	15%	10.04%	11.39%
% of job applications received by BAME	Workforce Strategy	Maximise	18%	24.6%	22.15%

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
% of online transactions (Towngate Theatre)	Fit for Purpose Theme	Maximise	New for 22/23	77.18%	69.11%
Cllr Sullivan, Resources & Commercial					
No. of Exceptional Hardship Payments (EHP) Applications Awarded (Basildon	Fit for Purpose Theme	Maximise	97	95	133
Exceptional Hardship Payment (EHP) expenditure (Basildon)	Fit for Purpose Theme	Maximise	£27,185	£25,245	£41,565
Average time for new applications - Council Tax Reduction scheme for working age persons (calendar days) Basildon	Fit for Purpose Theme	Minimise	2.04	2.45	2.22
Average time for change of circumstances - Council Tax Reduction scheme for working age persons (calendar days) (Basildon)	Fit for Purpose Theme	Minimise	2.33	3.5	2.75
% of national non-domestic rates (NNDR) collected (Basildon) (profiled target)	Fit for Purpose Theme	Maximise	98.5%	98.7%	90.2%
% of national non-domestic rates (NNDR) collected for previous years - Basildon	Fit for Purpose Theme	Maximise	91.1%	28.2%	76.1%
% of In-Year Council Tax collected - Basildon	Fit for Purpose Theme	Maximise	96.3%	96.5%	88.5%
Council Tax collection rate for previous years arrears - Basildon	Fit for Purpose Theme	Maximise	19%	17.8%	15.3%
Outstanding Housing Benefits Overpayments in Sundry Debtors - Basildon	Fit for Purpose Theme	Minimise	£4,545,975	£3,703,086	£3,251,644
Total Benefits Caseload as at end of quarter (Basildon) (Activity measure only)	Fit for Purpose Theme	Minimise	8,452	7,842	7,560

Performance Indicator	Key Deliverable	Aim	2021/22	2022/23	2023/24 As at 31/01/24
Total Council Tax Reduction scheme for working age persons caseload as at end of quarter (Basildon)	Fit for Purpose Theme	Minimise	8,455	8,299	8,160

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





For translations, Large Print and Braille please call

Para obtener traducciones, por favor llame al número (Spanish) অনুবাদের জন্য দয়া করে ফোন করুন (Bengali)

Aby uzyskać pisemne tlumaczenie proszę dzwonić pod numer (Polish)

如需翻译, 请拨打 (Mandarin)

O překlad prosím zavolejte (Czech)

若需翻譯,請致電 (Cantonese)

Чтобы получить перевод на русский язык, позвоните по телефону (Russian)

Tercüme için lütfen arayın (Turkish)

(Farsi) برای ترجمه با این شماره تماس بگیرید

Pour obtenir une traduction, composez le (French)

(Kurdish)بۆ تەرجومە تەلەفۆن بكە بۆ ژمارەي

(Arabic) للترجمة يرجى الاتصال

Per perkthim me shkrim ju lutem merni ne telefon (Albanian)

ભાષાંતર માટે કૃપા કરીને ફોન કરો (Gujarati)

ट्रांस्लेशन के लिये कृपया कॉल करें: (Hindi)

Pentru traducere va rugam sunati (Romanian)

Untuk terjemahan harap hubungi (Indonesian)

Kwa tafsiri, tafadhali piga simu (Kiswahili)

ਅਨੁਵਾਦ ਵਾਸਤੇ ਕਿਰਪਾ ਕਰਕੇ ਕਾਲ ਕਰੇ (Punjabi)

Kana muchida kuturikirwa, tapota ridzai runhare kuna (Shona)
Pre preklad prosim volajte (Slovak)

Nếu quí vị cần dịch tài liệu, xin vui lòng gọi theo số (Vietnamese)

01268207955



Customers with a hearing or speech impairment can contact us using the Text Relay service. Dial 18001 followed by the full telephone number of the service you require. Calls are charged at your telecommunications provider's standard rate.

