

Appendix 3: Corporate Performance Measures

Corporate Priority	Performance Measure	Scrutiny Cttee
1 - A city that is proud and prosperous	Southend-on-Sea business births and deaths	Place
	Number of businesses supported through engagement with the Economic Inclusion Service	Place
	Average processing time for Essential Living Fund applications	People
	Amount of council's spend with local businesses	Place
	Total footfall for all identified council-run cultural assets (museums, galleries, arts and libraries) and council-owned/affiliated sports and leisure centres and events	Place
2 - A city that is safe, clean and green	The number of anti-social behaviour incidents reported to the Community Safety Unit	Place
	Monitor air quality level in air quality management areas in line with Local Air Quality Management statutory guidance	Place
	Percentage of carriageway potholes repairs, inspected and meeting required investigatory levels, are repaired within 28 days	Place
	Percentage of safety inspections completed on time (footways and carriageways)	Place
	Percentage of waste collections carried out on schedule	Place
	Percentage of waste recycled	Place
3 - A city that is caring with a good quality of life for all	Take up of the NHS Health Check programme	People
	MMR (measles, mumps and rubella) immunisation - one dose at five years old	People
	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	People
	Proportion of adults with a learning disability in paid employment	People
	Rate of children in care per 10,000 population under 18 years old	People
	Percentage of council homes meeting Decent Home Standard	Place
	Total number of households in temporary accommodation	Place
4 - A city that is led by a transformative, responsive council	Delivering the approved revenue budget for 2024/25	P&R
	Delivering the approved capital budget for 2024/25	P&R
	Percentage of Transformation Plan milestones on track	P&R
	Percentage of business rates (national non-domestic rates) collected in the current year	P&R
	Percentage of council tax collected in the current year	P&R

Supporting strategies and plans

This plan and the priorities in it are supported by a range of strategies and plans (both current and new), which set out how and what the council will deliver, including:

- **Service Planning** sets out the activity of each service area, how it will support the delivery of the corporate plan and how success will be measured.
- **Individual Performance Agreements** support the performance of employees, making sure individuals are set goals that help the council to deliver its priorities and outcomes.
- Our **Performance Management Framework** sets out how we will manage and review the performance of the council's strategic priorities.

There are also enabling strategies, frameworks and structures in place to support and enable the council to deliver priorities:

- Our **Governance Framework** allows the council to operate in accordance with the law and proper standards, and ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. It brings together a set of values, legislative requirements, governance principles and management processes.
- Our **Financial Sustainability Strategy 2022 to 2032** and **Medium-Term Financial Strategy for 2024-25 to 2028-29** underpin the priorities set out in the corporate plan. These strategies support our ambition to deliver better outcomes for residents and for the council to remain financially resilient.
- Our **People Vision** supports the creation of a great employee experience linked to the council's strategic priorities. Our People Vision is structured to reflect the stages of employee recruiting, induction, development and retention.

Plans to improve the council's efficiency, effectiveness and ways of working include:

- Our **Transformation Programme** provides a framework for transforming our organisation and rethinking how we offer council services, to make them more efficient, resident-focused and digitally-enabled in their delivery.
- The **Local Government Association Corporate Peer Challenge Action Plan** is our response to recommendations arising from the Local Government Association Corporate Peer Challenge, which took place in October 2022.
- Our **Smart Digital Strategy** will enable efficiency, effectiveness, smarter working and savings.
- Our **Data Strategy** will ensure good quality data and confidence in data-driven decisions.

Corporate Priority	Supporting strategies and plans
Proud and prosperous	<ul style="list-style-type: none"> ○ Destination Southend 2020-50 ○ Essential Living Fund Scheme Southend ○ Financial Sustainability Strategy 2022-32 ○ Medium-Term Financial Strategy 2023-28 ○ Our Culture Vision ○ Procurement and Contract Management Strategy 2023-26 ○ SMART Digital Strategy 2021-24 ○ Social Value Policy (in development)

Corporate Priority	Supporting strategies and plans
	<ul style="list-style-type: none"> ○ Southend Adult Community College’s strategic plan (in development) ○ Southend City Centre Strategy and Investment Plan ○ Southend Skills Strategy (in development) ○ Tackling Poverty Strategy and Action Plan 2023-26
Safe, clean and green	<ul style="list-style-type: none"> ○ Air Quality Action Plan 2022-27 ○ Bee Happy - A Strategy for bees and other pollinators 2020-25 ○ Bus Service Improvement Plan 2022-27 ○ Green City Action Plan 2024 (in development) ○ Local Plan (in development) ○ Local Transport Plan 4 2024-40 (in development) ○ Low Carbon Retrofit Action Plan (in development) ○ Net Zero Carbon Strategy (in development) ○ Resources and Waste Strategy (in development) ○ Southend-on-Sea Local Flood Risk Management Strategy 2015 ○ Southend-on-Sea Shoreline Strategy 2019 ○ Taxi Policy ○ Tree Policy 2020 ○ Urban Heat Stress Strategy 2023/24 (in development)
Caring with a good quality of life for all	<ul style="list-style-type: none"> ○ Ageing Well Strategy 2022-27 ○ Caring Well Strategy 2022-27 ○ Co-production framework (in development) ○ Mid and South Essex Integrated Care Partnership - Integrated Care Strategy 2023-2033 ○ Domestic Abuse Strategy ○ Early Help Strategy 2021-24 ○ Empty Homes Strategy ○ Essex Armed Forces Community Covenant ○ Gambling Licensing Policy Statement 2022-25 ○ Health and Wellbeing Strategy 2021-24 ○ Healthy Environment – Food policy (in development) ○ Housing Revenue Account Business Plan ○ Housing, Homelessness and Rough Sleeping Strategy 2018-28 ○ Licensing Policy 2020-24 ○ Living Well Strategy 2022-27 ○ Local Plan (in development) ○ Modern Slavery Statement (in development) ○ Music Inclusion Strategy 2022-25 ○ Neighbourhood plans (in development) ○ Prevent Action Plan (in development)

Corporate Priority	Supporting strategies and plans
	<ul style="list-style-type: none"> ○ School Performance Strategy 2019-23 ○ Social Care Workforce Strategy for external 2023-27 care and support providers of Southend (in development) ○ Southend Special Educational Needs and Disabilities Strategy 2023-26 ○ Southend-on-Sea City Council Home to School Transport Policy ○ Southend-on-Sea Community Safety Partnership Strategy 2022-25 ○ Southend-on-Sea Prevention Strategy (in development) ○ Street Prostitution Strategy 2022-23 ○ Tenancy Strategy (in development)
Led by a transformative, responsive council	<ul style="list-style-type: none"> ○ Equality, diversity and inclusion improvement plan ○ Financial Sustainability Strategy 2022-32 ○ Governance Framework ○ Individual performance agreements ○ Local Government Association Corporate Peer Challenge action plan ○ Local Code of Governance ○ Medium-Term Financial Strategy 2023-28 ○ People Vision ○ Procurement and Contract Management Strategy 2023-26 ○ Service plans ○ Digital Strategy 2023-26 ○ Data Strategy 2024-29