

# Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk  
To

**Cabinet**

On

19<sup>th</sup> January 2017

Report prepared by:

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## **Corporate Performance Management – 2017/18**

People; Place; Policy and Resources Scrutiny Committees

Executive Councillor: Councillor Lamb

A Part 1 Public Agenda item

### **1. Purpose of Report**

- 1.1. To agree the Council's corporate approach to performance management for 2017/18.

### **2. Recommendations**

**It is recommended that:**

- 2.1. **Cabinet agrees the Corporate Priority Performance Indicators, monitored via the Monthly Performance Report (MPR), for 2017/18 – as set out at Appendix 1.**
- 2.2. **The MPR also includes a small basket of indicators relating to areas where the Council does not have lead responsibility or direct control, as outlined in paragraph 4.3.**
- 2.3. **Cabinet agrees the Corporate Priority Actions, to support implementation of the Council's 2017/18 Corporate Priorities – as set out at Appendix 2.**

### **3. Background**

- 3.1. The Council's approach to corporate performance management and Corporate Priority Actions and measures is reviewed each year to ensure that the most appropriate ones are identified for future monitoring.
- 3.2. The Council's Corporate Management Team reviewed the current basket of Corporate Indicators and has agreed to identify 34 performance indicators (as set out at Appendix 1) and 52 Corporate Priority Actions (as set out at Appendix 2). This is of similar scale to 2016/17.

- 3.3. As in previous years, it may be necessary to adjust indicators, actions and targets (and in some cases set targets) in the light of quarter 4 (January-March) information. It is, therefore, suggested that the Chief Executive, in consultation with the Leader of the Council and relevant portfolio holders, is authorised to finalise the list as further information becomes available.

#### **4. Corporate Performance Indicators**

- 4.1. Appendix 1 outlines the proposed Corporate Performance Indicators for 2017/18. In selecting the basket of indicators, a number of factors have been taken into consideration, including:
- They are a priority for residents;
  - They require particular focus for 2017/18;
  - They are timely (ideally they can be reported regularly, ideally monthly);
  - They can be monitored with minimal administrative effort;
  - There are a spread of indicators that cover customers, staff, finance and key projects.
- 4.2 The 34 proposed Corporate Performance Indicators breakdown against current Departments as:
- 20 People (8 Adult Services and Housing; 7 Children's Services; 2 Learning Services) including 3 from Public Health
  - 9 Place (4 Public Protection; 3 Planning; 2 Culture)
  - 5 Department of the Chief Executive (1 Transformation; 2 Finance & Resources; 2 Customer Services).
- 4.3 It is also recommended that a basket of indicators are included in future MPRs to assess performance in areas of importance for the Council, but which the Council does not necessarily have lead responsibility or are able to have direct impact. These include: community safety (potentially revising the basket of 10 British Crime Survey indicators), health related indicators (such as A&E waiting times) and economic development related indicators. This is intended to provide focus for the Council in assessing performance of local partners and the local economy, including aiding members in undertaking their scrutiny function.
- 4.4 Targets for indicators take into account that, where possible, they are stretching but achievable, but also the potential impact of budget reductions and the economic climate. It should be noted, however, that some of the targets, particularly those relating to adult and children's services indicators, are extremely challenging and may be difficult to achieve. They do, however, reflect the ambitions required in the service areas.

#### **5. Corporate Priority Actions**

- 5.1 The proposed 2017/18 Corporate Priority Actions are attached at Appendix 2. These will be included in the 2017/18 service plans, which are currently being developed.

#### **6. Reasons for Decision**

To ensure measures and targets are in place by which the Council can assess its

performance against its agreed Corporate Priorities.

### **Other Options**

1. Significantly increasing the numbers of performance measures and indicators. This would place significant pressure on available resources to undertake the necessary monitoring, and would result in diverting resources from other priority areas.

2. Not identifying any Corporate Priority Actions or Indicators. This would leave the Council unable to monitor its performance against its key priorities or to assess whether resources are appropriately allocated.

## **7 Reasons for Recommendations**

7.1 To identify corporate measures and targets against which the Council's performance can be monitored and managed effectively.

## **8 Corporate Implications**

### **8.1 Contribution to Council's Vision & Corporate Priorities**

The Council's corporate priorities help ensure that the Council's work reflects community and organisational needs and as such are a critical element of robust business planning arrangements. The proposed indicators and actions will enable residents and others to monitor and comment upon Council performance. Actions and indicators are also included in service plans.

### **8.2 Financial Implications**

The Corporate Priorities help steer budget discussion and thereby help determine where resources will be allocated. Performance against the proposed measures throughout the year will help determine whether financial resources need to be redeployed to meet the priorities.

### **8.3 Legal Implications**

There is no statutory duty to produce corporate priority indicators or actions, although it is considered good practice as part of strategic business planning.

### **8.4 People Implications - None**

### **8.5 Property Implications - None**

### **8.6 Equalities and Diversity Implications**

The Council's Corporate Priorities have been identified to reflect local needs and the corporate priority indicators are selected to monitor progress against these.

### **8.7 Risk Assessment**

Regular monitoring of performance against the Council's priorities will enable appropriate action to be taken to address any performance issues arising during the year.

### **8.8 Value for Money**

Effective performance management is central to assessing whether the council is providing Value for money services, by enabling year on year and organisational benchmarking.

8.9 Community Safety Implications - None specific

8.10 Environmental Impact - None specific

## **9 Background Papers**

2016/17 Monthly Performance Report

## **10 Appendices**

**Appendix 1 – Corporate Priority Performance Indicators for 2017/18**

**Appendix 2 - Corporate Priority Actions for 2017/18**

## Corporate Priority Performance Indicators for 2017/18

## Appendix 1

No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
1	No	Govmetric Measurement of Satisfaction (3 Channels – Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	87.34% (Nov)	80.00%	<b>80.00%</b>	Department of the Chief Executive <i>Transformation</i>	
2	No	Percentage of Council Tax for 2017/18 collected in year [Cumulative]	Aim to Maximise	69.90% (Nov)	97.20%	<b>97.20%</b>	Department of the Chief Executive <i>Finance &amp; Resources</i>	
3	No	Percentage of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	70.30% (Nov)	97.80%	<b>97.80%</b>	Department of the Chief Executive <i>Finance &amp; Resources</i>	
4	Yes	Increase the number of people signed up to My Southend to 35,000	Aim to Maximise	20,413 (Nov)	20,000	<b>35,000 (1,250 per month)</b>	Department of the Chief Executive <i>Transformation</i>	
5	No	Working days lost per FTE due to sickness – excluding school staff [Cumulative]	Aim to Minimise	4.72 (Nov)	7.20	<b>TBC</b>	Department of the Chief Executive <i>Transformation</i>	
6	No	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	91.66% (Nov)	79.00%	<b>79.00%</b>	Department of Place <i>Planning and Transport</i>	

No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
7	No	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	91.28% (Nov)	84.00%	<b>84.00%</b>	<b>Department of Place</b> <i>Planning and Transport</i>	
8	No	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	94.68% (Nov)	90.00%	<b>90.00%</b>	<b>Department of Place</b> <i>Planning and Transport</i>	
9	No	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	50.56%* (Nov)	54.00%	<b>55.00%</b>	<b>Department of Place</b> <i>Public Protection</i>	
10	No	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	96% (Nov)	92%	<b>93%</b>	<b>Department of Place</b> <i>Public Protection</i>	
11	No	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	38 (Nov)	45	<b>45</b>	<b>Department of Place</b> <i>Public Protection</i>	
12	No	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common	Aim to Minimise	5719 (against target of 5078) (Nov 16)	7389	<b>7318</b>	<b>Department of Place</b> <i>Public Protection</i>	

No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
		assault, wounding's, robbery. [Cumulative]						
13	No	Number of volunteers hours delivered within cultural services [Cumulative]	Aim to Maximise	11,310 (against target of 8,667) Nov	13,000	19,000	Department of Place <i>Culture</i>	
14	No	Number of attendances at council run or affiliated arts and sports events and facilities [Cumulative]	Aim to Maximise	2,811,187 (Nov)	4,000,000	4,350,000	Department of Place <i>Culture</i>	
15	No	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	548 (against target of 750) Nov	1,300	1,100	Department of People <i>Public Health</i>	
16	No	Take up of the NHS Health Check programme – by those eligible [Cumulative]	Aim to Maximise	2,701 (Nov)	5,673	TBC	Department of People <i>Public Health</i>	The 2017/18 target will be confirmed when national population data is published to inform the number of people eligible for an NHS health check.
17	No	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	44 (Nov)	40	40 new local organisations signed up	Department of People <i>Public Health</i>	

No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
18	No	Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C(2) [Year to date average]	Aim to Minimise	1.97 (Nov)	1.43	<b>1.43</b>	<b>Department of People</b> <i>Adult Services</i>	
19	No	The proportion of people who use services who receive direct payments (ASCOF 1C (2A) [Year to date Snapshot]	Aim to Maximise	25.76% (Nov)	30%	<b>33.50%</b>	<b>Department of People</b> <i>Adult Services</i>	
20	No	Adults in contact with secondary mental health services who are in stable accommodation (ASCOF 1H) [Year to date Snapshot]	Aim to Maximise	83.6% (Nov)	66%	<b>66%</b>	<b>Department of People</b> <i>Adult Services</i>	
21	No	Proportion of older people 65 and over who were still at home 91 days after discharge from hospital to rehab/rehab [Rolling Quarter]	Aim to Maximise	79.1% (Nov)	86%	<b>88.60%</b>	<b>Department of People</b> <i>Adult Services</i>	
22	No	Proportion of adults with learning disabilities in paid employment [Monthly [Snapshot]	Aim to Maximise	10.3% (Nov)	10%	<b>10%</b>	<b>Department of People</b> <i>Adult Services</i>	



No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
23	Yes	The proportion of concluded section 42 enquiries (safeguarding investigations) with and action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	N/A	N/A	74.00%	Department of People <i>Adult Services</i>	
24	No	Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]	Goldilocks*	68.2 (Nov)	57.3– 68.3	66	Department of People <i>Children's Services</i>	
25	No	Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]	Goldilocks*	56.5 (Nov)	45.7 – 52.3	50.4 – 55.7	Department of People <i>Children's Services</i>	
26	Yes	Rate of children in need per 10,000. Note this includes Children in Need, Child Protection Plans and Looked After Children and care leavers. [Monthly snapshot]	Aim to Minimise	N/A	N/A	296.6	Department of People <i>Children's Services</i>	
27	Yes	The number of Early Help Assessments closed with successful outcomes for the clients (Excluding Team Around the Child & Family (TACAF)) monthly.	Aim to Maximise	N/A	N/A	TBC	Department of People <i>Children's Services</i>	

No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
		[Cumulative]						
28	Yes	% of initial child protection conferences held within 15 working days of the start date of the section 47 enquiries which led to a conference. [Cumulative]	Aim to Maximise	N/A	N/A	89.65	Department of People <i>Children's Services</i>	
29	Yes	The % of children who are currently Looked After Children (and have been LAC for at least 7 calendar days) who have been seen by a social worker in the last 42 calendar days (or 91 calendar days if they are long term linked with their carer) [Cumulative]	Aim to Maximise	N/A	N/A	90%	Department of People <i>Children's Services</i>	Targets are still being considered in line with the OFSTED Improvement Plan
30	Yes	The % of statutory Child Protection Plans, visits that are completed on time [Cumulative]	Aim to Maximise	N/A	N/A	90%	Department of People <i>Children's Services</i>	Targets are still being considered in line with the OFSTED Improvement Plan

No	New MPR Indicator?	Short Name	Minimise or Maximise	Latest Performance	2016/17 Target	2017/18 Target	Dept.	Comments
31	No	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	1.43% (Nov)	1.77%	<b>1.77%</b>	<b>Department of People</b> <i>Adult Services &amp; Housing</i>	
32	Yes	Total number of households in temporary accommodation [Monthly Snapshot]	Aim to Minimise	84 (Nov)	100	<b>100</b>	<b>Department of People</b> <i>Adult Services &amp; Housing</i>	
33	No	The % of children in good or outstanding Schools [Monthly Snapshot]	Aim to Maximise	87.09% (Nov)	75%	<b>80%</b>	<b>Department of People</b> <i>Learning Services</i>	
34	Yes	Percentage of new Education, Health and Care Plans issued within 20 weeks including exception cases (cumulative)	Aim to Maximise	8.8% (Nov)	35%	<b>56%</b>	<b>Department of People</b> <i>Learning Services</i>	

\***Goldilocks** – Goldilocks is a descriptor that applies to situations where desired performance is neither too high nor too low but somewhere in-between.

## Corporate Priority Actions 2017/18

## Appendix 2

No	Aim/Corporate Priorities	Action	Directorate	Due Date
1	<p style="text-align: center;"><b>Safe</b></p> <p><b>Corporate Priorities:</b></p> <ul style="list-style-type: none"> <li>• Create a safe environment across the town for residents, workers and visitors.</li> <li>• Work in partnership with Essex Police and other agencies to tackle crime.</li> <li>• Look after and safeguard our children and vulnerable adults.</li> </ul>	<p><b>Strategic Intelligence Assessment</b> including Safer Night-time Economy and Public Safety - Deliver the priorities of the Strategic Intelligence Assessment to support a reduction in crime.</p>	<p><b>Department for Place</b> <i>Public Protection</i></p>	31 March 2018
2		<p><b>20 mph Speed Limit –</b> Review the findings of the 20mph speed limit Scrutiny Project and consider outcomes in future traffic management, parking and highway schemes implemented.</p>	<p><b>Department for Place</b> <i>Planning and Transport</i></p>	31 March 2018
3		<p><b>Children’s Service Improvement Plan –</b> Implement a Southend Model of Practice across Children’s Services which means that we work with families in a way that is consistently responsive, which gives families greater power and reduces the need for statutory intervention.</p>	<p><b>Department for People</b> <i>Children’s Services</i></p>	31 March 2018
4		<p><b>Children’s Service Improvement Plan -</b> Ensure that the impact of the action plan to address Child Sexual Exploitation. R13.1</p>	<p><b>Department for People</b> <i>Children’s Services</i></p>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
5		<b>Children's Service Improvement Plan:</b> Embed the use of the Team Diagnostic tool alongside the model of practice to ensure that performance against key indicators improves rapidly.	<b>Department for People</b> Children's Services	31 March 2018
6		<b>Children's Service Improvement Plan:</b> Embed and monitor to ensure that the section 47 investigation processes is consistently completed within timescales in line with statutory guidance.	<b>Department for People</b> <i>Children's Services</i>	31 March 2018
7		<b>Accident prevention strategy:</b> Continue implementation of the accident prevention strategy	<b>Department for People</b> <i>Public Health</i>	31 March 2018
8	<p style="text-align: center;"><b>Clean</b></p> <p><b>Corporate Priorities:</b></p> <ul style="list-style-type: none"> <li>Continue to promote the use of green technology and initiatives to benefit the local economy and environment.</li> </ul>	<b>Develop and Implement Transport Asset Management Plan</b> - Produce a Transport Asset Management Plan to support the maintenance and improvement of roads, pavements and street furniture across the Borough – Highway infrastructure	<b>Department for Place</b> <i>Planning and Transport</i>	31 March 2018
9		<ul style="list-style-type: none"> <li>Encourage and enforce high standards of environmental stewardship.</li> </ul>	<b>Traffic and Highways Capital Programme</b> - Deliver and implement the Traffic and Highways Capital Programme	<b>Department for Place</b> <i>Planning and Transport</i>

No	Aim/Corporate Priorities	Action	Directorate	Due Date
10		<p><b>Low Carbon Strategy and Implementation of Energy Projects including Replacement of old street lighting lanterns with new LED type -</b>            Deliver the aspirations of the Council's Low Carbon Energy Strategy 2015-2020. Continued implementation of various agreed corporate Energy Projects. Continue to promote and develop Southend Energy Partnership.</p>	<p><b>Department for Place</b>  <i>Public Protection</i></p>	31 March 2018
11		<p>Deliver a <b>high performing waste collection and street cleansing service</b> across the Borough including increasing the recycling/composting rate to 55%. (Including, continue to support schemes and provide advice through appropriate partnerships on how waste can be reduced).</p>	<p><b>Department for Place</b>  <i>Public Protection</i></p>	31 March 2018
12		<p><b>Air Quality Management Area (AQMA) –</b>            Action Plan and targets - Develop and deliver an Action Plan for the designated AQMA (Southend No. 2016/01)</p>	<p><b>Department for Place</b>  <i>Public Protection</i></p>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
13	<p><b>Healthy</b></p> <p><b>Corporate Priorities:</b></p> <ul style="list-style-type: none"> <li>Actively promote healthy and active lifestyles for all.</li> <li>Work with the public and private rented sectors to provide good quality housing.</li> <li>Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.</li> </ul>	<p><b>Local Authority Trading Company</b> – TUPE the entire in-house provider staff group in two phases so that by October 2017 the LATC business plan can commence delivery.</p>	<p><b>Department for People</b> <i>Adult Social Care and Housing</i></p>	31 October 2017
14		<p>New care home and day centre development – achieve cabinet agreement to the design and have initiated the procurement process.</p>	<p><b>Department for People</b> <i>Adult Social Care and Housing</i></p>	31 March 2018
15		<p>Fully embed a locality approach of service delivery which includes Complex Care with a clear risk stratification process.</p>	<p><b>Department for People</b> <i>Adult Social Care and Housing</i></p>	31 March 2018
16		<p>Tender and deliver a <b>new Domiciliary Care contract</b> along an enabling model that addresses the whole spectrum of need, within the same resources, that will enable us to develop provision and reduce service user dependency.</p>	<p><b>Department for People</b> <i>Adult Social Care and Housing</i></p>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
17		<b>Social Care Case Management System</b> - Support the delivery into 'live' of the new Social Care Case Management System Liquid Logic, that drives commissioning and practice improvement.	<b>Department for People</b> <i>Adult Social Care and Housing</i>	31 March 2018
18		<b>Adult social care redesign</b> – deliver multi-disciplinary teams and community based social care services, including mental health input.	<b>Department for People</b> <i>Adult Social Care and Housing</i>	31 March 2018
19		<b>Children's Services Integration:</b> <ul style="list-style-type: none"> <li>implement and embed phase 2 of Early Help</li> </ul> develop a costed and evidence based service specification for community paediatric services and put these to market	<b>Department for People</b> <i>Children's Services</i>	31 March 2018
20		Embed the <b>Edge of Care Team</b> to minimise the risk of foster care placements breaking down and to support families on the edge of care proceedings to ensure families are held at the service that best meets their need.	<b>Department for People</b> <i>Children's Services</i>	31 March 2018
21		Meet the expectations of the Regional Adoption Agency preparations in line with the overall regional programme of work.	<b>Department for People</b> <i>Children's Services</i>	31 March 2018



No	Aim/Corporate Priorities	Action	Directorate	Due Date
22		Deliver the expectations of the <b>Sufficiency Strategy 2016 – 2021</b> to ensure that there is sufficient foster accommodation for all children requiring it.	<b>Department for People</b> <i>Children's Services</i>	31 March 2018
23		<b>Physical Activity Strategy:</b> Further implement the Physical Activity Strategy in collaboration with Department of Place	<b>Department for People</b> <i>Public Health</i>	31 March 2018
24		<b>Childhood Obesity Action Plan:</b> Implement childhood obesity action plan, initially focussing on the A Better Start (ABS) wards	<b>Department for People</b> <i>Public Health</i>	31 March 2018
25		Procure and commission Southend Council's elements of the <b>Southend Essex and Thurrock Mental Health Strategy.</b>	<b>Department for People</b> <i>Strategic Commissioning and Procurement</i>	31 March 2018
26		Develop a <b>model of integrated care</b> for Southend's localities that is designed to put patients and the centre of care.	<b>Department for People</b> <i>Strategic Commissioning and Procurement</i>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
27		Embed the <b>Children’s Centre contract</b> to ensure that the outcomes and deliverables are fully met and risks are managed.	<b>Department for People</b> <i>Learning Services</i>	31 March 2018
28		To Implement the first year of raising achievement for looked after children strategy.	<b>Department for People</b> <i>Learning Services</i>	31 March 2018
29	<p style="text-align: center;"><b>Prosperous</b></p> <p style="text-align: center;"><b>Corporate Priorities:</b></p> <ul style="list-style-type: none"> <li>• Maximise opportunities to enable the planning and development of quality, affordable housing.</li> <li>• Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.</li> <li>• Ensure the town is ‘open for businesses’ and that new, developing and existing enterprise is nurtured and supported.</li> <li>• Ensure continued regeneration of the</li> </ul>	Continue to make the case for <b>Growth Fund</b> investment in Southend by working with Opportunity South Essex (previously the South Essex Growth Partnership) and SELEP.	<b>Department for Place</b> <i>Regeneration and Business Development</i>	31 March 2018
30		Develop a <b>corporate housing strategy</b> that includes an investment strategy for housing in the town.	<b>Department for People</b> <i>Adult Social Care and Housing</i>	31 March 2018
31		<b>Sheltered Housing Review</b> – Identify and gain Cabinet agreement to a work plan for the sheltered housing review and related services, including extra care.	<b>Department for People</b> <i>Adult Social Care and Housing</i>	31 March 2018
32		Continue to develop a <b>Smart Cities</b> journey plan of intent and associated projects. Deliver Infrastructure improvements for the Borough to meet the needs of the Council and its partners.	<b>Department for Place</b> <i>Digital Futures</i>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
	town through a culture led agenda.	<p>Create an Intelligence Hub at Tickfield expanding on the CCTV functionality already there.</p> <p>Remote monitoring of environmental related services.</p>		
33		<p><b>Seaway Car Park</b> – to bring forward the development of a leisure-led scheme, including the relocation of coach parking and the seafront waste depot, 2016/17 actions:</p> <ul style="list-style-type: none"> <li>• To support Turnstone to submit a planning application</li> <li>• To meet the Coach Park Relocation Condition</li> <li>• To support Turnstone in securing prime tenants</li> </ul>	<p><b>Department for Place Regeneration &amp; Business Development</b></p> <p><b>Department of the Chief Executive</b> <i>Finance &amp; Resources</i></p>	<p>31 Sept 2017</p> <p>30 June 2017</p> <p>31 Sept 2017</p>

No	Aim/Corporate Priorities	Action	Directorate	Due Date
34		<p><b>Airport Business Park</b> – to bring forward development of land north of Aviation Way over 15-20 years for a Business Park via a development partnership. 2017/18 actions:</p> <ul style="list-style-type: none"> <li>• To complete Phase 1 infrastructure works</li> <li>• To relocate Westcliff Rugby Club Clubhouse</li> <li>• To launch Airport Business Park to the market</li> <li>• To submit a planning application for the Innovation centre (subject to SELEP funding)</li> <li>• To agree approach for innovation centre operation</li> </ul>	<p><b>Department for Place Regeneration &amp; Business Development</b></p> <p><b>Department of the Chief Executive/ Finance &amp; Resources</b></p>	<p>31 July 2017</p> <p>31 March 2018</p> <p>31 March 2018</p> <p>31 March 2017</p> <p>30 September 2017</p>
35		<p><b>Thames Estuary Experience -</b> Commence detailed design for the Thames Estuary Experience. <i>(Previously known as Seafront Museum)</i></p>	<p><b>Department for Place Culture</b></p>	<p>31 March 2018</p>
36		<p><b>South East Business Boost (SEBB)</b> European funded project - 3 year programme.</p>	<p><b>Department for Place Culture</b> <i>Assigned to all Culture Group Managers</i></p>	<p>31 March 2018</p>

No	Aim/Corporate Priorities	Action	Directorate	Due Date
37		<b>Queensway Area regeneration Project – 2017/18 actions:</b> Progress to the selection of a Development Partner and an agreed financing model	<b>Department for Place</b> <i>Regeneration and Business Development</i>  <b>Department of The Chief Executive</b> <i>Finance &amp; Resources</i>	31 March 2018
38		Delivery of <b>Local Plan</b>	<b>Department for Place</b> <i>Planning and Transport</i>	31 March 2018
39		Deliver a <b>secondary school places strategy</b> to cater for the increasing pupil numbers	<b>Department for People</b> <i>Learning Services</i>	31 March 2018
40		To implement year one of the <b>improving school performance strategy</b>	<b>Department for People</b> <i>Learning Services</i>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
41		Complete a full seven year review of <b>admissions arrangements</b> including a consultation exercise.	<b>Department for People</b> <i>Learning Services</i>	31 March 2018
42		Deliver programme of <b>Cultural Activities:</b> 125 <sup>th</sup> year of Borough Charter, including Poppies Wave Installation in Shoebury.	<b>Department for Place</b> <i>Culture Group Managers</i>	31 March 2018
43		<b>Pier Works Programme:</b> Infrastructure - a programme of works including structural works; non-structural works; design works for the Pier Pavilion Deck and technical design for the transport system replacement.	<b>Department for Place</b> <i>Culture</i>	31 March 2018
44		Implement year one of the strategy to <b>narrow the gap</b> between the performance of those in receipt of Free School Meals (FSM) and their peers.	<b>Department for People</b> <i>Learning Services</i>	31 March 2018
45	<b>Excellent</b>  <b>Corporate Priorities:</b>	Procurement – Delivery of £3m savings by 2019, of which £1.5m will be delivered in 2017/18.	<b>Department for People</b> <i>Children's Services Commissioning and</i>	31 March 2018

No	Aim/Corporate Priorities	Action	Directorate	Due Date
	<ul style="list-style-type: none"> <li>Work with and listen to our communities and partners to achieve better outcomes for all.</li> <li>Enable communities to be self-sufficient and foster pride in the town.</li> <li>Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.</li> </ul>		<i>Procurement</i>	
46		As part of the corporate wide project, fully implement the <b>Learning Management System</b> , which has included activity to strengthen appropriate data flow to meet the workforce development needs of the department and wider council.	<b>Department for People</b> <i>Strategic Commissioning and Procurement</i>	31 March 2018
47		<b>Southend Way</b> – To continue to embed the Southend Way cultural change programme (Aspiration programme – Council)	<b>Department of the Chief Executive</b> <i>Transformation</i>	31 March 2018
48		Identify and support opportunities that improve <b>community capacity and resilience</b> (Aspiration programme for the borough)	<b>Department of the Chief Executive</b> <i>Transformation</i>	31 March 2018