

Appendix 2: Corporate Delivery Plan

A city that is proud and prosperous

Outcome	Action	Due date	Lead Officer	Portfolio Holder
Thriving businesses, a strong local economy and a healthier, more productive community	<ul style="list-style-type: none"> • Deliver on major regeneration projects to support jobs, growth and opportunity, including Better Queensway • Build on the Economic Growth Strategy to enable business to thrive across the entire city 	Ongoing	Executive Director Environment & Place	Cabinet Member for Regeneration Major Projects and Regulatory Services
		Ongoing		
Our spending is having the greatest impact possible on local communities	<ul style="list-style-type: none"> • Ensure council investment levels are maintained and support the commercial success of the High Street • Increased supplier/contractual spend with local businesses 	Ongoing	Executive Director Finance & Resources	Cabinet Member for Culture, Tourism and Business
		Ongoing		
Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	<ul style="list-style-type: none"> • Promote the culture and tourism life of the city, including events across the city, supporting and sustaining the museum service and promoting the use of commercial spaces for community benefit • Deliver three major events in the City Centre • Deliver National Portfolio Organisation Exhibition programme • External funding achieved and increased participation numbers and exhibitions delivered • Provide a range of volunteering opportunities across a range of culture and tourism service areas • Expand the offer of the Southend Pass 	Ongoing	Executive Director Adults & Communities	Cabinet Member for Culture, Tourism and Business
		March 25		
		Complete		
		March 25		
		Ongoing		
		November 2024		

A city that is safe, clean and green

Outcomes	Actions	Due date	Lead Officer	Portfolio Holder
Safe, inclusive communities and neighbourhoods improving people's lives	<ul style="list-style-type: none"> • Implement further CCTV infrastructure • Generate income by utilising CCTV assets • Re-establish Beach Welfare Officers • Strengthen Community Safety Unit resources by employing three officers in the Community Safety Team • Renew our City Centre Purple Flag status • Deploy 149 Safe Spaces during April 2024 to March 2025 for the nighttime economy • Develop a safe zone at the top end of the High Street with businesses and marketing campaign designed to raise awareness of Violence against Women and Girls Initiative • Add further cameras to Southend-on-Sea City Centre and Seafront to help see during nighttime hours 	<p>Ongoing</p> <p>Ongoing</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>Ongoing</p>	Executive Director Environment & Place	Cabinet Member for Community Safety
Enhanced and protected street scene and environmental and air quality improvements, which support health and wellbeing	<ul style="list-style-type: none"> • Understand air quality around schools on the main A13 and A127 routes • Implement measures to improve air quality • Communicate results of our actions to encourage individuals and communities to consider their actions and take on behaviour change 	<p>April 2025</p> <p>Ongoing</p> <p>Ongoing</p>	Executive Director Environment & Place	Cabinet Member for Climate, Environment, and Waste
Improved and cleaner transport system making Southend-on-Sea a healthier and more accessible place to live, work and visit	<ul style="list-style-type: none"> • Revise Highway Asset Management Plan to deliver effective Highways service and ensure compliance with Code of Practice and Incentive Funding • Deliver a five-year ambitious capital delivery programme to invest in improving the safety of our pavements and roads, including traffic-calming measures and school streets • Update the Low Emission Strategy • Extend the cycle network across Southend-on-Sea 	<p>April 2025</p> <p>April 2029</p> <p>April 2025</p> <p>Ongoing</p>	Executive Director Environment & Place	Leader – Cabinet Member for Infrastructure and Corporate Strategy
Minimise waste, promote re-use and increase recycling	<ul style="list-style-type: none"> • Recycling and Waste Management – successful waste contract award and subsequent mobilisation/demobilisation processes • Reduce use of single-use plastics in our retail offer 	<p>April 2025</p> <p>Ongoing</p>	Executive Director Environment & Place	Cabinet Member for Climate, Environment, and Waste

A city that is caring with a good quality of life for all

Outcomes	Actions	Due date	Lead Officer	Portfolio Holder
People live well, age well and care well and remain living independently in the community for as long as possible	<ul style="list-style-type: none"> • All Adult Disability Service implemented reflecting the priorities of Connected Southend • Develop a Market Shaping Strategy and suite of documents that accurately outlines our ambition for the Care Market in Southend-on-Sea • Implement new Commissioning Framework to ensure best value for money for the council and individuals in Southend-on-Sea 	<p>Complete</p> <p>March 2025</p> <p>March 2025</p>	Executive Director Adults & Communities	Cabinet Member for Social Care and Healthier Communities
Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	<ul style="list-style-type: none"> • Establish integrated 0-5 Early Years childcare service • Deliver an improvement and recovery programme for statutory special educational needs and disabilities (SEND) assessment services • Establish central specialist support service for SEND children and young people • Strengthen safeguarding support and monitoring in schools • Improve outcomes for children we care for and care experienced young people • Strive to ensure that children and young people get the 'Right Help, Right Service at the Right Time' • Develop a 'super zone' model around schools to work towards a healthy food environment • Refreshed Healthy Schools digital package to schools and early years settings • Supervised toothbrushing pilot scheme in a selection of schools • Upgrade of play areas 	<p>April 2025</p> <p>Ongoing</p> <p>April 2025</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p>	Executive Director Children & Public Health	Cabinet Member for Children, Young People, and SEND
Quality, affordable and safe homes are available for residents in Southend-on-Sea	<ul style="list-style-type: none"> • Consult on the next stage of the Local Plan, a Preferred Approach document, in 2024/25 • Stock optimisation work for better use of assets • Homelessness service prioritises evidence-led prevention to address demand • Southend to lead on an Essex wide protocol for the agreed principles to adhere to if/ when placing homeless households in B&B out of area • Work towards City of Sanctuary Status • Develop a care leavers housing and support protocol 	<p>April 2025</p> <p>April 2025</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2025</p>	Executive Director Environment & Place	Cabinet Member for Planning and Housing - Deputy Leader

A city that is led by a transformative, responsive council

Outcomes	Actions	Due date	Lead Officer	Portfolio Holder
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Value for money is achieved for the taxpayer	<ul style="list-style-type: none"> • Set an annual 2025/26 balanced budget within statutory deadlines • Deliver a robust procurement plan for 2025/26 and reduced volume of unplanned procurements • Introduce a programme of zero-based budget reviews from 2025/26 	February 2025 March 2025 April 2025	Executive Director Finance & Resources	Cabinet Member for Finance, Assets, and Investments
Services designed around the needs of our residents and prioritised against our highest cost services to get maximum value early, and residents provided with digitally enhanced information, advice and guidance and access to services	<ul style="list-style-type: none"> • Develop a strategic Transformation programme to deliver service improvement, modernisation and improved outcomes • Review the council's constitution to enable effective and efficient decision making 	October 2024 December 2024	Executive Director Strategy & Change	Leader – Cabinet Member for Infrastructure and Corporate Strategy
Clear service standards for our residents and customers	<ul style="list-style-type: none"> • Develop a reporting cycle of key performance measures that provide clear direction and assurances of strategic direction and performance • Achieve 'excellent' status on the Local Government Association equality framework by 2026 	October 2025 April 2026	Executive Director Strategy & Change	Leader – Cabinet Member for Infrastructure and Corporate Strategy