

**Thurrock Corporate Plan
Year 2 Delivery Plan
2014-15**

“Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish”

The Council's Corporate Plan 2013-16 identifies the priority outcomes and actions for the next three years against the five Community Strategy priorities. This delivery document identifies the actions that will be taken during the second year of this plan - 2014-15 - to support the delivery of these ambitions. It should, however be recognised that the delivery plan does not attempt to map out all the services (both statutory and non-statutory) which the Council delivers. The detail for this can be found in individual service plans.

As well as this Delivery Plan, the monitoring of the Corporate Plan will be supplemented by the Corporate Scorecard performance indicators.

Political Leadership

Thurrock has 49 ward councillors, who make up "the Council". The Council is responsible for setting the authority's budget and principal policies, for regulatory functions and for appointing very senior staff. The Council also elects a councillor to be the Executive Leader ("the Leader") who then appoints a number of other councillors to make up the Executive ("the Cabinet"). One-third of councillors are elected every year for 3 years in a 4 yearly cycle of elections. The next local election is scheduled to take place in May 2014. At the first Council meeting following an election, the Leader appoints Portfolio Cabinet members who are responsible for making executive decisions.

There are six overview and scrutiny committees and the leadership of committees is shared by the main parties.

- Health & Well Being O&S
- Children's Services O&S
- Housing O&S
- Cleaner, Greener & Safer O&S
- Planning, Transport & Regeneration O&S
- Corporate O&S

Managerial Leadership

The Council is managed by the Chief Executive, Graham Farrant, who also chairs the Directors Board. Directors Board supports an open and inclusive culture at the Council guiding and enabling the strategic role of the Directors and their collective decision making. Directors Board is supported by:

- Leadership Group – comprising Directors and Heads of Service;
- Managers' Conference – comprising approximately 100 of the authority's managers.
- Executive Boards – namely Procurement; Performance; Corporate Information, Systems and Development; People (formerly CHRECC); Growth (formerly Regeneration); Joint Corporate Governance; Transformation

PRIORITY 1 - Create a great place for learning and opportunity		
Objective	Corporate Plan Deliverables/ Actions: Year 2 (2014-15)	Lead Team
Ensure that every place of learning is rated "Good" or better	Deliver the recommendations of the Education Commission to improve the quality and commitment to education in Thurrock: <ul style="list-style-type: none"> o Build a compelling a powerful vision for education across the community in Thurrock that increases pride in what is being achieved and ambition for achieving even more o Redefine local authority role, agree with partners what change means in practice and make sure services are provided efficiently o Grow the role of schools themselves as the leaders in supporting other schools to improve o Recruit and retain the best teachers and leaders by establishing greater pride in Thurrock o Use governors as key agents of support for improvement both within their own schools and across the school system in Thurrock o Recognise and celebrate education and achievements in Thurrock 	Children's Services
	Implement targeted programmes to improve quality of teaching, improve KS2 performance and close the gap for underperforming groups	Learning & Universal Outcomes
	Improve the number of children achieving good performance in Early Years & Foundation Stage (EYFS)	Learning & Universal Outcomes
	Ensure that more Thurrock primary age children attend schools that are good or better through targeting intervention and direct support to schools	Learning & Universal Outcomes
Raise levels of aspirations/ attainment so that local residents can take advantage of job opportunities in the local area	Deliver the Raising Participation Age (RPA) Plan for 16-19 year olds to ensure high quality opportunities for learning, skills development and training are provided in the borough	Learning & Universal Outcomes
	Secure effective alternative provision for targeted young people aged 14-16 that supports their engagement with further education and employment	Learning & Universal Outcomes
	Publish the Thurrock 14-19(25) offer for young people	Learning & Universal Outcomes
	Increase the numbers of apprenticeships including those at level 4 in Thurrock through a strategy that targets apprenticeships in logistics, public sector, health and social care, engineering, retail and construction	Learning & Universal Outcomes
	Establish a 'partnership agreement' with Job Centre Plus to match local people to local vacancies and career opportunities	Regeneration
Use the regeneration of Seabrooke Rise Estate to ensure that every resident that is able is either working, training or volunteering	Housing	
Support families to give children the best possible start in life	Develop and implement new Education Health and Care assessment process, protocols and plans in line with Special Educational Needs & Disability (SEND) reforms incorporating principles of co-production.	Children's Services
	Develop and publish the Local Offer of all services relating to Special Educational Needs & Disability (SEND) reforms.	Children's Services
	Extend Troubled families programme	Care & Targeted Outcomes
	Implement a Multi-Agency Safeguarding Hub (MASH) through the Early Help Strategy	Children's Services
	Implement new Child & Adolescent Mental Health Services (CAMHS)	Care & Targeted Outcomes
	Implement the recommendations of the mock inspection of safeguarding and looked after children and develop and implement plans in preparation for future Ofsted inspections	Care & Targeted Outcomes
	Facilitate access to good school places for all children through effective school admission services, support and effective pupil place planning	Learning & Universal Outcomes
	Parents' and Families' positive lifestyle changes – implement family support programmes through Thurrock Adult College (TAC) with targeted Requires Improvement (RI) and Special Measures/Serious Weaknesses (SM/SW) schools where engagement is a barrier;	Learning & Universal Outcomes

provide support and training to Family Support Workers in schools and facilitate joint professional development	
Increase Thurrock's capacity to provide early education to two year olds in line with national targets through a range of providers	Learning & Universal Outcomes

PRIORITY 2 - Encourage and promote job creation and economic prosperity		
Objective	Corporate Plan Deliverables/ Actions: Year 2 (2014-15)	Lead Team
Provide the infrastructure to promote and sustain growth and prosperity	Develop and deliver major capital projects to support the delivery of the growth programmes for Tilbury and Grays.	Regeneration
	Deliver the agreed regeneration programme reflecting the visions for the Purfleet growth hub	Regeneration
	Support the development and implementation of the Lakeside and London Gateway growth hub programmes	Regeneration
	Produce a master plan for the creation of an Environmental Technologies and Energy Hub at Thames Enterprise Park (Coryton)	Regeneration
	Negotiate a 'Growth Deal' with Government to secure investment in key infrastructure promoting the regeneration and growth of Thurrock	Regeneration
	Local Development Framework (LDF) progressed in accordance with agreed project plan	Planning & Growth
	Deliver the agreed Highways Capital Programme	Transport & Highways
	Continue to promote improvement to the M25 junction 30/31 and the widening of the A13	Transport & Highways
	Support development of Strategic Economic Plan (SEP) transport schemes	Transport & Highways
	Work with Network Rail / c2c to develop rail proposals in Thurrock	Transport & Highways
	Deliver the Grays South rail and urban realm improvements with partners	Regeneration
	Progress Major Infrastructure Scheme and scheme delivery requirements	Transport & Highways
	Further advance the provision of a positive, proactive Development Management service which will improve planning advice and support to developers, businesses and residents	Planning & Growth
	Ensure the Childcare Sufficiency Assessment informs the development of sufficient early years and childcare places to meet the local authority statutory duty	Learning & Universal Outcomes
Support local businesses and develop the skilled workforce they will require	Deliver a minimum of 75 local jobs and 15 apprenticeships in year 2 of Housing Investment and Development Programmes	Housing
	Provide a programme of low carbon business support to 140 businesses	Low Carbon & Sustainability
	Develop and implement programmes to promote Thurrock as a destination for business environment, encourage in local businesses, including the provision of advice and financial incentives to encourage and support to new business start-ups through the TIGER (Thames Gateway Innovation Growth & Enterprise) fund	Regeneration
	Expand the portfolio of Council owned business premises through the redevelopment of the Magistrates Court	Regeneration
	Develop a business plan to establish the Thurrock Skills for Transport and Logistics brand and offer	Regeneration
	Establish an higher education (HE) offer to support and sustain growth in priority sectors	Regeneration
	Targeted interventions to reduce unemployment in priority areas, for instance job brokering	Regeneration
	Facilitate the implementation of National Non-Domestic Rates (NDR) pooling arrangements and establish a clear delivery programme of activity across the pool to support economic growth	Regeneration
Analyse sector based skills shortages to inform academic/ training programmes	Learning & Universal Outcomes	

Work with communities to regenerate Thurrock's physical environment	Work with communities to develop the regeneration programmes for Grays, Tilbury and Purfleet growth hubs	Regeneration
	Further develop and deliver the MasterPlan documents for Lakeside and Grays	Planning & Growth
	Provide a Building Control Service that focuses on safety and a positive approach to facilitating growth in the Borough	Planning & Growth

PRIORITY 3 - Build pride, responsibility and respect to create safer communities

Objective	Corporate Plan Deliverables/ Actions: Year 2 (2014-15)	Lead Team
Create safer welcoming communities who value diversity and respect cultural heritage	Work with communities to develop community networks and increase volunteering, including Community Builders and Organisers in line with the implementation of asset based community development and Community Hubs	Strategy
	Embed Thurrock's Joint Compact to enhance our partnership with communities	Strategy
	Meet our statutory equality duties and promote human rights in partnership with communities to tackle prejudice and discrimination and promote community cohesion	Strategy
Involve communities in shaping where they live and their quality of life	Deliver year 2 of the Transforming Homes Programme and continue to develop Neighbourhood Plans	Housing
	Refresh the Community Engagement Strategy	Strategy
	Develop a Thurrock Volunteers, Community and Faith Commissioning Strategy reflecting a Social Values Framework	Strategy
	Work with the community in Tilbury to shape the development and delivery of the regeneration programme	Regeneration
Reduce crime, anti-social behaviour and safeguard the vulnerable	Reduce re-offending and youth offending for both crime and anti-social behaviour developing intervention and restorative justice programmes	Public Protection
	Address alcohol related anti-social behaviour through appropriate enforcement action	Public Protection
	Identify adults at risk of anti-social behaviour and hate crime and support as appropriate	Public Protection

PRIORITY 4 - Improve health and wellbeing		
Objective	Corporate Plan Deliverables/ Actions: Year 2 (2014-15)	Lead Team
Ensure people stay healthy longer, adding years to life and life to years	Undertake a series of service and pathway reviews to ensure that services continue to provide value for money and support a whole person approach – including integration with health	Adult Social Care
	Development of single approach to assessment and care – building on existing models	Adult Social Care
	Continue to develop approaches that identify and support people who may require health and support at the earliest and most timely opportunity	Adult Social Care
	Continue to define and deliver our integrated approach with Thurrock CCG (Care Commissioning Group) through the Better Care Fund Delivery Plan	Adult Social Care
	Implementation Plan for year 1 delivery of the Care Bill	Adult Social Care
	Deliver the Private Rented Sector Housing Strategy based on interventions supported by public health data, indices of multiple deprivation and census information	Housing
	Complete the Review of the 5-19 school nursing service	Public Health
Reduce inequalities in health and well-being	Implementation of Mental Health Strategy	Adult Social Care
	Completion of Essex, Southend and Thurrock procurement exercise for the Children and Adolescent Mental Health Service (link to Priority 1)	Adult Social Care
	Continue to improve delivery and uptake of Learning Disability Health Checks through work with health partners	Adult Social Care
	Develop housing options that support independence and wellbeing – e.g. Derry Avenue development to commence 2014	Adult Social Care / Housing
	Delivery of year 1 of Autism Strategy	Adult Social Care
	Delivery of year 1 of Transition Strategy	Adult Social Care
	Develop and implement fully co-ordinated Health, Education and Care commissioning plan to ensure the delivery of integrated support for children and young people with Special Educational Needs & Disability (SEND) aged 0-25 in line with SEND reforms (link to Priority 1)	Children's Services
Empower communities to take responsibility for their own health and well-being	Expand the Local Area Co-ordination initiative to a greater number of areas	Adult Social Care
	Continue to build responsibility and resilience by providing advice and information through community hubs and the expansion of community hubs (Links to Priority 3)	Adult Social Care / Strategy / Transformation
	Delivery of Adult Social Care Peer Review action plan	Adult Social Care
	Further development of initiatives that support the empowerment of service users – assistive technology, personal health and care budgets etc.	Adult Social Care
	Develop and implement a new service model for adult and child weight management services	Public Health

	Complete delivery plans for the 12 pledges in the Public Health Responsibility Deal	Public Health
	Carry out a full value for money service review of smoking cessation services	Public Health

**The Adult Social Care deliverables are provisional subject to Cabinet agreement of the Better Care Fund Plan (March 2014) and then submission to NHS England for approval in April 2014.*

PRIORITY 5 - Protect and promote our clean and green environment

Objective	Corporate Plan Deliverables/ Actions: Year 2 (2014-15)	Lead Team
Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities	Develop a comprehensive programme for delivering the Council's physical, economic, social, cultural and environmental aspirations along Thurrock's river frontage	Regeneration / Low Carbon & Sustainability
	Complete and develop a partnership funding bid for landscape partnership	Low Carbon & Sustainability
	Develop housing that connects the population to the river through both new developments and regeneration of existing estates	Housing
Promote Thurrock's natural environment and biodiversity	Deliver the physical improvements to Coalhouse Fort funded through the Heritage Lottery Fund	Low Carbon & Sustainability
	Deliver the agreed access enhancements to Rainham Marshes as part of the Wildspace Partnership business plan	Low Carbon & Sustainability
	Prepare technical evidence base to enable delivery of Aveley Forest improvements through external funding	Low Carbon & Sustainability
	Adopt and deliver the Carbon Management Plan and lead the agenda for low carbon on a sub regional basis	Low Carbon & Sustainability
	Develop a sustainable self-build housing programme	Housing
Ensure Thurrock's streets and parks and open spaces are clean and well maintained	Increase rate and quality of recycling for medium and high rise properties	Environment
	Introduction of MOT station and taxi testing facilities at St Clements Way workshop	Environment
	Maintain ISO9001 accreditation for all Environment Services and commence work to achieve OHSAS 18001 (Occupational Health and Safety Management System) accreditation for all Environment Services	Environment
	Continue to development the apprenticeship scheme in street services	Environment

The delivery of our corporate priorities and objectives are underpinned by a number of cross cutting themes which can be summarised under the heading **well-run organisation**.

Foundation	Strand	Year 2 Deliverable
Well run organisation	Financial & Governance	Deliver Medium Term Financial Strategy 2014-15
		Identify and agree 2015-16 onwards savings through the budget challenge process
		Deliver the 2014-15 Asset Management Disposal target of £4million, including planned property rationalisation
		Maintain the minimum level of general fund and Housing Revenue Account (HRA) reserves
		Maintain good governance frameworks
	Staff	Deliver leadership and management development to support the future and changing managerial role as the council modernises and transforms itself
		Develop and deliver a programme of events and training sessions to promote health and well-being of staff
		Maintain Investors In People (IIP) Gold through a proactive plan
		Drive improved communication and engagement through regular manager and staff conferences and an improved intranet
		Conduct a staff survey to determine staff views to inform the refresh of the Organisation Development Strategy
	Customers	Digital by design - improve the accessibility of services and engagement with residents through improved digital marketing
		Broaden use of media to include social media, trade and national press to raise the profile of Thurrock, manage reputation and training spokespeople in getting our messages across successfully
		Undertake a council-wide consultation and engagement exercise with residents and act on the feedback

In addition to the above, cutting across all three strands are the transformation programmes:

- Thurrock On-Line - Create an excellent customer experience at the lowest possible transaction costs ;
- Community Hubs - Strengthening local communities and managing demand
- Civic Offices - To implement flexible working in the council
- IT connects - Provide the tools that connect customers, communities, commerce, colleagues and councillors
- Procurement and commissioning - Achieving best financial value and supporting local business where possible from our £170m third party spend

