

8 February 2017		ITEM: 15 (Decision 01104408)
Cabinet		
Review of Vision and Corporate Priorities		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Councillor Shane Hebb, Portfolio Holder for Finance and Legal		
Accountable Head of Service: N/A		
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services		
This report is public		

Executive Summary

The council has retained a consistent vision and set of corporate priorities since they were agreed as part of the Community Strategy consultation in 2012 with some wording remaining consistent since before 2010.

Over the last four years they have been amended slightly, and the corporate objectives underpinning them have been revised, however fundamentally they have remained the same and have had unanimous, cross-party support.

There is now an opportunity to review the vision and priorities to better reflect the ambition for the council and Thurrock the place, to be more succinct and easy to communicate, and to articulate the new focus and priorities.

Feedback from recent consultations including the Health and Well Being Strategy, Local Plan and Fairness Commission have given some clear opinions from residents about what they feel to be the most important issues for Thurrock and these have been used to focus the new vision and priorities.

In addition, an initial draft proposed vision and priorities were presented to Corporate Overview and Scrutiny Committee and other stakeholders during November and December 2016. Feedback from that consultation has been used to focus this final proposed version.

1. Recommendation(s)

1.1 Cabinet agree that the proposed new vision and priorities replace the existing vision and priorities and Community Strategy as part of the Policy Framework; and

1.2 Cabinet recommend the above (1.1), in line with the Constitution Chapter 3, Part 3, to Full Council in February for ratification and adoption from 1 April 2017.

2. Introduction and Background

2.1 The council has an agreed vision and set of corporate priorities which are fundamentally the same as those agreed as part of the Community Strategy consultation exercise in September 2012. These priorities were refreshed in 2015 to take into account the changing relationship between the council and the community and our role in place shaping and community leadership:

Thurrock: A place of **opportunity, enterprise and excellence**, where **individuals, communities and businesses** flourish.

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect
- **Improve** health and well-being
- **Promote** and protect our clean and green environment

2.2 The proposed new vision and priorities reflect the aspiration and uniqueness of Thurrock, where the place and the council are now, the ambition for delivery and balancing the need for growth with quality of life.

2.3 Feedback from recent consultations including the Health and Well Being Strategy, Local Plan and the Fairness Commission have given some clear opinions from residents of what they feel to be the most important issues for Thurrock.

2.4 This included questions asking what residents would like Thurrock to be like in the future (Local Plan consultation), what they would change in their local neighbourhood to make it a better place to live (Local Plan consultation) and what quick wins could make a real difference to living in Thurrock (Fairness Commission) .

2.5 Overwhelmingly, responses focussed on issues around the environment, particularly around the cleanliness and attractiveness of public spaces, but also around better planned infrastructure. Other common areas of feedback for these consultations were around community safety and pride. This was reflected in the consultation draft and the revised draft vision and priorities.

2.6 The initial high level results from the Resident Survey, which was undertaken during November and December 2016, have also provided valuable intelligence about what residents consider to be priority areas.

3. Issues, Options and Analysis of Options

3.1. An initial proposal was presented to Corporate Overview and Scrutiny Committee in November for comments, and also shared with a range of stakeholders including residents, staff, Members, community, public and private sector partners through:

- Tenants Excellence Panel
- Business Board
- Community and Voluntary Sector
- Health and Well Being Board
- Corporate Workforce Group
- Staff and Manager Conferences
- Staff Forums
- Directorate Management Teams
- All Staff via Insight

The internal consultation with staff is also significant because approximately 80% of staff live in Thurrock.

3.2. That initial proposed vision and priorities was as follows:

Consultation draft version – November / December 2016

An ambitious, aspiring and collaborative community, which is proud of its heritage and excited by its diverse opportunities and future.

- **Striving for quality**
 - Quality core service delivery
 - Right first time
 - Affordable and sustainable
- **Placemaking and driving growth**
 - Inviting and attractive to investors
 - Integrated infrastructure and sought after quality housing
 - Skills and job opportunities so everyone can achieve potential
- **Thriving partnerships**
 - Integrated health and social care to deliver the Health and Wellbeing Strategy
 - Community empowerment and engagement
 - Wider Team Thurrock

- 3.3. The consultation feedback on that initial draft version can be summarised as follows:
- Some of the terminology was considered jargon e.g. “placemaking”, “community empowerment”, “Team Thurrock”
 - There should be explicit references to education/children, safety and digital
 - Lack of clarity as to whether it was a vision and priorities for Thurrock or for Thurrock Council
 - Needed more people focus
- 3.4. Most responses welcomed the succinct messaging around “Striving, Driving, Thriving”, although this was not universally endorsed.
- 3.5. This vision and priorities is intended to be for Thurrock as a whole. There will be a level of detail that sits underneath setting out the council’s role in delivery.
- 3.6. The council has the lead role in the borough for place-making. Whilst the council has not explicitly asked partners to adopt this vision and priorities, they do reflect partners’ views as expressed through our many networks, and a wide range of partners and stakeholders have been consulted on them.
- 3.7. They have been developed against a backdrop of effective and embedded partnership working, complement existing joint strategies (such as the Health and Well Being Strategy) with common and mutually-held principles about the overall direction for the borough.
- 3.8. All the feedback was reviewed and considered, with amendments made to the previous version to get to the following final version proposed in this report.
- 3.9. The revised new proposed vision and priorities is:

AMBITIOUS, COLLABORATIVE, PROUD

An ambitious and collaborative community, which is proud of its heritage and excited by its diverse opportunities and future.

The vision will be supported by three interconnecting new priorities:

- **Striving for quality**
 - High quality, consistent service delivery which is right first time
 - Innovative and entrepreneurial
 - Affordable, connected and sustainable services
- **Driving growth and aspiration**
 - Attractive opportunities for businesses and investors
 - Roads, houses and public spaces that residents need, want and take pride in
 - Education, skills and job opportunities that help everyone achieve their potential
- **Thriving partnerships**
 - Joined up working across the council and with partners to improve health and wellbeing
 - Support communities to become more independent and build safer neighbourhoods
 - Work with all partners in the public, private, community and voluntary sectors to deliver the vision for Thurrock – “Team Thurrock”

3.10. Appendix 1 shows how these three priorities fit together and are interconnected to reflect how all components are equally weighted and important, and intrinsically dependent on each other to succeed.

3.11. Any change to the vision and priorities needs to be agreed by Council which has overall responsibility for the Policy Framework (Constitution: Chapter 3, Part 3). As such if Cabinet agree to this proposal, the new vision and priorities will be recommended to Council in February 2017.

3.12. This timetable will enable alignment of the Medium Term Financial Strategy (MTFS) to the priorities and have a much stronger narrative around where the council is now, the direction of travel and ambition. The new vision and priorities have been developed alongside the work on the Council Spending Review (CSR) and, as such, they align with the move towards commercialism and greater efficiencies through the four main streams of the CSR, namely:

- Income generation
- More or same for less
- Reducing the MTFS growth through greater demand management

- A comprehensive service review programme based on seven design principles – customer/demand management; commercial; ICT/digital; people; procurement; property and process.
- 3.13. Once agreed, the vision and priorities will be progressed and delivered by staff through service plans, objective setting and performance management tools. It will be supported by an engagement and communications campaign internally and externally to share the new vision and priorities widely.

4. Reasons for Recommendation

- 4.1 The vision and priorities are key to articulating the strategic direction for the council and the borough. They are regularly reviewed to ensure they continue to be relevant and reflective of residents' views. The council's Constitution states that Council need to agree any change to the vision and priorities as part of the Policy Framework.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The original vision and corporate priorities were extensively consulted upon with residents, community and voluntary sectors and other partners.
- 5.2 This new vision and priorities has been consulted on with a wide range of partners and stakeholders and is based upon feedback from a number of resident consultation and engagement exercises, such as the Health and Well Being Strategy, Local Plan and Fairness Commission.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 It is proposed that the existing vision and corporate priorities will be replaced. The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives. Wide communication will be undertaken and the changes will be fed into the 2017/18 business planning cycle.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer

A new vision and set of corporate priorities does not in itself have any direct financial implications. Indeed the refresh has been developed with the Medium Term Financial Strategy at the forefront of considerations.

However, the delivery of the new visions and priorities may include individual projects which may have a financial implication. These will be considered on an as and when basis once those projects have been developed.

7.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer

Any change to the vision and priorities will need to be agreed by Council which has overall responsibility for the Policy Framework (Constitution: Chapter 3, Part 3).

There are no other direct legal implications arising from this report. However, individual projects to deliver elements of the priorities may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

The vision and priorities set out the overall ambition for Thurrock and overall framework within which the council proposes to deliver services. Whilst there are no identifiable direct implications in relation to diversity and equality from the proposals at this stage, individual priority projects may have such implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

The new vision and priorities have been consulted upon with stakeholders and the community including via the Chief Executive of CVS, through Health and Well Being Board, Tenancy Excellence Panel and Business Board. They were also written taking account of the extensive feedback from residents and other members of the Thurrock community through the Fairness Commission, Local Plan engagement and via the Health and Well Being Strategy consultation, which, in themselves, had extensive consultation exercises.

Within the proposed new priority of “Thriving partnerships” – there is an explicit focus on the community. This supports working together to make communities more independent, healthier and safer.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

The proposed new vision and corporate priorities incorporate all areas of the council’s work. Individual priority projects may have a variety of implications, and as such will need to be addressed separately as they are developed and decisions relating to those specific activities are considered.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Review of Vision and Corporate Priorities Report, Corporate Overview and Scrutiny Committee, November 2016
<http://democracy.thurrock.gov.uk/ieListDocuments.aspx?CId=163&MId=5049&Ver=4>

9. Appendices to the report

- **Appendix 1 – Proposed Vision and Priorities Diagram**

Report Author:

Sarah Welton, Strategy and Performance Officer