

31 January 2018		ITEM: 13
Council		
Review of Vision and Corporate Priorities		
Wards and communities affected: All	Key Decision: Key	
Report of: Vision and Priorities Working Group		
Accountable Assistant Director: 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.

A proposed new vision and priorities were presented to Full Council in February 2017 for agreement following consultation including through Corporate Overview and Scrutiny Committee, community and business partners as well as council staff.

Council resolved to defer the recommendation to a working party to continue the piece of work already undertaken on refreshing the vision and priorities and to report back to Full Council in due course. This report presents the outcome of the working group and recommends a new vision and priorities to Council for approval.

The proposed new vision is “an ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future”. The proposed new three priority headings are “People, Place and Prosperity”.

1. Recommendation(s)

1.1 Council agree the working group’s recommendation that the proposed new vision and priorities replace the existing vision and priorities and

Community Strategy as part of the Policy Framework with immediate effect.

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, with some wording remaining consistent since before 2010. 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. The current vision and priorities are:

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 A proposed new vision and priorities reflecting 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, were presented to Full Council in February 2017. This followed consultation and engagement including through Corporate Overview and Scrutiny Committee in November 2016, and the draft was 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

2.3 Feedback from 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 from these consultations were around community safety and pride. This was reflected in the consultation draft.
- 2.6 Feedback on the original consultation draft, including from Corporate Overview and Scrutiny Committee, 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
- 2.7 Reflecting upon this feedback, an earlier revised draft vision and priorities was presented to Full Council in 2017. As a result of the debate on this proposed new version, Full Council resolved to defer the recommendation to a working party to continue the piece of work already undertaken on refreshing the vision and priorities and to report back to Full Council in due course.
- 2.8 This report presents the outcome of the working group and recommends a new vision and priorities to Council for approval.

3. Issues, Options and Analysis of Options

- 3.1. In response to the resolution at Full Council a Vision and Priorities Working Group was established. Membership of the group includes Cllrs Macpherson, Piccolo, Gerrish, Fish, Duffin and Snell with partners and residents represented through Kristina Jackson, Chief Executive, CVS, Mandy Ansell, Accountable Officer, Thurrock Clinical Commissioning Group and Frank Jones, representing Tenants Excellence Panel. A representative was requested from the Business Board and Youth Cabinet.
- 3.2. The group considered the proposed vision and priorities shared at Full Council and felt that there were many areas of agreement but that the process for finalising a revised draft should be more inclusive including discussions at each of the political group meetings.
- 3.3. Comments on the draft at the working group meeting included:
 - Use of memorable straplines, however the initial proposal of “Striving, Driving and Thriving” was not preferred

- Simple and understandable language
 - Remove any jargon
 - More consistent in terms of outcomes rather than what we intend to do
- 3.4. The group also wanted to ensure that once agreed there would be a detailed communication plan in place to share the new vision and priorities as well as an action plan for delivery underneath.
- 3.5. During the course of the review, the working group has considered two further iterations of the vision and priorities. Feedback on both of these versions has been fed into the final recommended version for approval by Council.
- 3.6. The feedback from the CVS network has been positive and they are pleased with the opportunities they have had to be engaged in this review. Kristina Jackson, Chief Executive Officer, Thurrock CVS, is a member of the working group.
- 3.7. They were particularly pleased to see that strengthening communities through further joined-up working between the statutory and voluntary sectors is emphasised.
- 3.8. CVS recognises this stage is high level and have expressed an interest in the development of the detail that lies beneath. This narrative will be developed in the coming weeks, if the vision and priorities are agreed by Council. This will be largely based on the key strategies, plans and policies already in place which will be the delivery mechanisms, some of them are already produced with partners.

The diagram at Appendix 2 illustrates this.

- 3.9. The Director of Strategy, Communications and Customer Services attended the Youth Cabinet on 1 November 2017 to share the latest draft and get feedback. The main comments were that they:
- Liked the overall design but wanted the vision to stand out more
 - Learning, skills and jobs were important and it was good to see them reflected in the priorities
 - Environment and pride are linked – residents need a reason to keep the borough clean
 - It is too generic – could include more about Thurrock specific places
 - Would welcome a level of detail underneath to understand what will actually happen and change
- 3.10. Directors Board and Leadership Group reviewed the new version during November and December 2017.
- 3.11. Representatives on the working group were asked to feedback from their respective political Group Meetings. The feedback received has been reflected in the final version.

- 3.12. The final vision and priorities working group met on 4 January 2018 where all the feedback was taken on board and changes were made to the final wording of the vision and priorities.
- 3.13. The group felt that this new version reflected the changes that Thurrock has experienced over the last few years. It also looks to the future - together with the council's many statutory, community, voluntary, faith and business partners - about which the people of Thurrock can be proud and excited.
- 3.14. The revised new proposed vision and priorities for Thurrock are:

Our Vision

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

Our Priorities

People

A borough where people of all ages are proud to work and play, live and stay

- High quality, consistent and accessible public services which are right first time
- Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
- Communities are empowered to make choices and be safer and stronger together

Place

A heritage-rich borough which is ambitious for its future

- Roads, houses and public spaces that connect people and places
- Clean environments that everyone has reason to take pride in
- Fewer public buildings with better services

Prosperity

A borough which enables everyone to achieve their aspirations

- Attractive opportunities for businesses and investors to enhance the local economy
- Vocational and academic education, skills and job opportunities for all
- Commercial, entrepreneurial and sustainable public services

- 3.15. Full Council is asked to agree the proposed new vision and priorities as recommended by the vision and priorities working group and supported by the portfolio holder.

- 3.16. 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.
- 3.17. 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).
- 3.18. The new vision and priorities have been developed alongside the Medium Term Financial Strategy (MTFS) and have a stronger narrative around where the council is now, the direction of travel and ambition. This is in parallel to the work on the Council Spending Review (CSR) and, as such, they align with the move towards commercialism, transformation and an investment approach.
- 3.19. Once agreed, the vision and priorities will be progressed and delivered through key strategy action plans, 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.
- 3.20. There will also be wide communication with partners in Thurrock and they will be encouraged to sign up to this vision and priorities.

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 (Constitution: Chapter 3, Part 3).

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, and most recently through the work of the vision and priorities working group.

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. If agreed, wide communication will be undertaken and the changes will be fed into the 2018/19 business planning cycle.

6.2 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. 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.

7. Implications

7.1 Financial

Implications verified by: **Yetsie Adeboye**
Management Accountant

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 vision 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**
**Assistant Director Law and Governance
and 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. 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.

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>
- Review of Vision and Corporate Priorities Report, Full Council, February 2017
<http://democracy.thurrock.gov.uk/ieListDocuments.aspx?CId=134&MId=5025&Ver=4>

9. Appendices to the report

- Appendix 1 – Proposed Vision and Priorities Diagram
- Appendix 2 – Delivery model diagram - vision, priorities and key strategies

Report Author:

Sarah Welton
Strategy Manager