

**Thurrock Corporate Plan
Year 1 Delivery Plan
2013-14**

“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 2013-14 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: 25 within the Labour group, 21 from the Conservative group, 2 Independent and 1 UK Independence Party (UKIP).

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. There is no election in 2013. The next local election is scheduled to take place in May 2014

Following the Council meeting, the Leader appoints Portfolio Cabinet members who are responsible for making executive decisions.

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

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.

COMMUNITY STRATEGY PRIORITY 1 - Create a great place for learning and opportunity

The Council's role in delivery

The key partners for children are parents, schools, health, third sector providers and the council. Academy conversions have progressed well in Thurrock and the relationship between schools and Local Authority has gone from strength to strength. Health priorities for children were not sufficiently integrated in Children and Young People's Plan 2010 – 13 however the council now has new and increased leadership responsibility for health and well being.

The Council and our partners have jointly produced the **Thurrock Health and Well Being Strategy** which requires partners to work together to improve the health and well-being of all children, young people and adults within Thurrock's communities. Priority 1 focuses specifically on Thurrock's children and young people.

Partnership working

- The Children and Young People's Partnership is responsible for improving the life chances of children and young people in Thurrock. The Partnership is accountable to the Thurrock Health and Well-Being Board
- Local Safeguarding Children Board
- Partnership working and relationships with schools, academies, nurseries, colleges
- Some of the actions set out will be delivered through related partnership boards – e.g. Thurrock Community Safety
- Some of the actions will be delivered through relationships with neighbouring authorities, particularly where priorities and objectives are the same or similar – e.g. Essex County Council, Southend Council.
- Key partnership relationships with providers are vital – these include South Essex Partnership Trust (SEPT), North East London Foundation Trust (NELFT) for health and social care
- National agencies including Department of Education (DfE) and OFSTED
- Local employers and businesses
- Local community and voluntary organisations

COMMUNITY STRATEGY PRIORITY 1 - Create a great place for learning and opportunity		
Objective	Corporate Plan Deliverables/ Actions: Year 1 (2013-14)	Strategies/Plans
Ensure that every place of learning is rated "Good" or better	Embed strategies to narrow the gap between boys and girls at all key stages and target resources to ensure all children make expected progress during their primary school years	Part Two: Health & Well Being Plan
	Monitor and evaluate delivery of contracts that are linked to Early Years Foundation Stage in Children's Centres	
	Implement plans to increase the percentage of good or better outcomes in OFSTED inspections of primary schools	
Raise levels of aspirations/ attainment so that local residents can take advantage of job opportunities in the local area	Develop a Raising the Participation Age Plan for 16-19 year olds to ensure high quality opportunities for learning, skills development and training are provided in the borough	Raising Primary Attainment Strategy
	Produce a borough-wide '14-19 Curriculum Map' to clearly identify the choices available to students	Raising the Participation Age Plan
	Increase parental employment and skills by providing access to adult training and skills development including the development of a peer support programme	Special Education Needs and Disability Strategy
Support families to give children the best possible start in life	Through the Healthy Child Programme offer every family a programme of screening tests, immunisations, developmental reviews and information and guidance to support parenting and healthy choices	Early Offer of Help Strategy
	Promote and enable children, parents and families to make positive lifestyle choices by: <ul style="list-style-type: none"> Developing a Thurrock sports and physical activity action plan Developing and implementing a healthy weight action plan <i>[Link with Priority 4]</i> 	Healthy Child Programme
	Deliver Troubled Families programme with clear referral pathways in place	Troubled Families Plan
	Implement Early Offer of Help strategy to support, challenge and change parenting in Thurrock with clear mechanisms in place and communicated to partners	Parenting Strategy
	New service level agreements for all targeted services to children and young people with SEN and disabilities	Disabled children and Young People Strategy
	Review services to target provision to areas where there are significant child health inequalities <i>[Link with Priority 4]</i>	
	Develop and implement a CAMHS Strategy jointly with health and voluntary sector partners, including for vulnerable groups <i>[Link with Priority 4]</i>	Child & Adolescent Mental Health Strategy (CAMHS)
	Fully implement a new Special Education Needs and Disability Strategy	
	Undertake a Peer Review of the Council's Child Protection and related arrangement and develop and implement an action plan.	

Increase Thurrock's capacity to provide early education to two year olds in line with national targets through a range of providers

**Priority 1 is underpinned by the delivery plan of Part 2 of the Health and Well Being Strategy which provides more detailed actions*

COMMUNITY STRATEGY PRIORITY 2 - Encourage and promote job creation and economic prosperity

The Council's role in delivery

The priority during 2013-16 is continuing the development of the existing major capital projects; identifying clear, shared visions for each of the five Growth Hubs; and prioritising projects from within those visions to be developed in more detail in expectation of securing funding to support their ultimate delivery. Alongside this, recognising that the Council should not restrict all of its activity to the Growth Hubs alone, it is proposed to set out a programme to prepare Neighbourhood Actions Plans for the main residential areas that do not fall within the five Growth Hubs.

The final priority is the use of the existing (alongside the pursuance of new) grant funds to deliver a coordinated package of economic development and environmental activity in support of the work within the Growth Hubs and Neighbourhoods.

Partnership working

Our key delivery partners are

- Local Business
- Thurrock Business Board
- Economic Development Working Group

COMMUNITY STRATEGY PRIORITY 2 - Encourage and promote job creation and economic prosperity		
Objective	Corporate Plan Deliverables/ Actions: Year 1 (2013-14)	Strategies/ Plans
Provide the infrastructure to promote and sustain growth and prosperity	Development of Major Capital Projects such as redevelopment of Purfleet centre, Lakeside expansion and the further development of the hub for creative and cultural industries at High House Production Park.	Local Development Framework
	Identification of clear, shared visions for the Grays and Tilbury Growth Hubs and continued implementation of agreed projects at Purfleet, Lakeside and London Gateway	Local Sustainable Transport Fund (LSTF) (informed by the wider, award-winning Thurrock Transport Strategy)
	Deliver 200 affordable homes per year	
	Maximise use of Council & privately rented homes	Housing Transformation Plan
	Adoption of the Council's first Community Infrastructure Levy Charging Schedule will provide a faster, fairer, more certain and transparent means to secure developer funding for infrastructure than the use of S.106 obligations	
	Local Development Framework (LDF) progressed in accordance with agreed project plan	Highways Capital Programme
	Implement "Personalised Journey Planning" initiative - face to face engagement and advice on sustainable forms of travel to suit personal circumstances. 2013/14 will focus on residents in the western side of Thurrock (Chafford, West Thurrock, Purfleet).	
	Further advance the provision of a positive, proactive Development Management service which will improve planning advice and support to developers, businesses and residents	
	Deliver the agreed Highways Capital Programme	Riverscapes
	Continue to promote improvement to the M25 junction 30/31 and the widening of the A13	
	Participate fully in the Department for Transport consultation on options for a new lower Thames crossing	Regeneration Strategy
Encourage early implementation of free-flow tolling at the QEII Bridge by end of 2014		
Support local businesses and develop the skilled workforce they will require	Development of Economic Development Programmes providing advice and financial support to new business start-ups and growth in existing local businesses.	Economic Development Strategy
	Analysis of sector based skills shortages for use to inform academic/ training programmes (part of delivery plan for Part 2 of the Health & Well Being Strategy)	
Work with communities to regenerate Thurrock's physical environment	Identification of Action Plans for priority neighbourhoods which are not part of the Growth Hubs programme, for example South Ockendon	
	Development of four (4) Riverscapes Masterplans to co-ordinate environmental improvement in regeneration areas <i>[Links with Priority 5]</i>	
	Site Allocation Local Plan and Core Strategy Review progressed towards adoption, together with other LDF documents	

	Set up and deliver Freight Quality Partnership working with local hauliers as part of the "Ecostars" initiative to train drivers to be safer and more fuel efficient in line with LTSF	
	Provide a Building Control Service that focuses on safety and a positive approach to facilitating growth in the Borough	

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

The Council's role in delivery

A range of strategies, policies and procedures set out the direct actions the Council will take in meeting this priority. In addition the Council has a key role to play in enabling our partners and communities to play a full and active role in achieving shared aspirations for Thurrock. The Thurrock Compact will guide our relationship with both the voluntary, community and faith sector and with residents in creating resilient communities that are inclusive in the care they support.

Partnership working

Work with existing partnerships including the Community Safety Partnership, Health and Well Being Board (incorporating the Local Safeguarding Children's Board) and the Adult Safeguarding Board to enable the best use of resources to tackle the greatest need. Underpin our partnership work through the Joint Compact.

Objective	Corporate Plan Deliverables/ Actions: Year 1 (2013-14)	Strategies/ Plans
Create safer welcoming communities who value diversity and respect cultural heritage	Bring community assets and resources together into Community Hubs – starting with the South Ockendon Centre Pathfinder which is based on a model of community management which promotes volunteering and self reliance.	Community Safety Partnership Strategy
	Embed Thurrock's Joint Compact to enhance our partnership with communities	Single Equality Scheme
	Further bring people together through development and implementation of a Cultural Strategy which celebrates and protects our existing assets whilst developing new cultural industries in partnership with others	Joint Compact 2012
	Promoting personal responsibility and civic pride and remove the barriers that prevent communities taking positive action to improve their quality of life	(Future) Cultural Strategy 2013-14
Involve communities in shaping where they live and their quality of life	Transform Housing to be responsive, tailored to needs, with a focus on repairing homes and improving neighbourhoods	Housing Transformation Plan
	Support residents to influence the decisions that affect their lives and shape the places where they live through the implementation of the Community Engagement Strategy	Building Positive Futures
	Increase volunteering – in the Council and across communities	Community Engagement Strategy 2011

	Support vulnerable people to be better connected within neighbourhoods and recognise the strength and assets within communities eg appointment of Local Area Co-ordinators <i>(Links to Priority 4)</i>	Joint Compact 2012
	Work in partnership with other public agencies and Thurrock's voluntary, community and faith sector to co-produce and commission services whilst taking account of social value	
Reduce crime, anti-social behaviour and safeguard the vulnerable	Reducing re-offending and youth offending for both crime and ASB eg diversionary initiatives, alternatives other than sanctions and custody, restorative justice	Community Safety Partnership Strategy
	Tackle sexual violence through delivering the Violence Against Women and Girls Strategy	Violence against Women and Girls Strategy
	Deliver on the outcomes of the Alcohol Strategy: Prevention, Enforcement, and Treatment.	Adult Safeguarding Plan
	Meet our statutory equality duties and promote human rights in partnership with communities and through the Single Equalities Scheme and its action plan to tackle prejudice and discrimination.	Local Safeguarding Children Plan Alcohol Strategy

COMMUNITY STRATEGY PRIORITY 4 - Improve health and wellbeing

The Council's role in delivery

The Council is a lead partner of the Health and Well-Being Board. Other partners include health commissioners (Clinical Commissioning Groups and NHS Commissioning Board), and public and patient champion HealthWatch. It is the responsibility of Health and Well-Being Boards to improve the health and well-being of the area it serves. These responsibilities are articulated through a Health and Well-Being Strategy. The Strategy sets out the Board's priorities for improving health and well-being for both Adults (part 1) and Children and Young People (part 2). Thurrock's Health and Well-Being aims are:

- Every child has the best possible start in life;
- People stay healthy longer, adding years to life and life to years;
- Reduce inequalities in health and well-being; and
- Empower communities to take responsibility for their own health and well-being.

Partnership working

'Improve health and well-being' is delivered through the Health and Well-Being Board and Health and Well-Being Strategy. The Board and Strategy are delivered in partnership. Key partners (in addition to the Council) are:

- Thurrock NHS Clinical Commissioning Group
- Essex Local Area Team (NHS Commissioning Board); and
- Thurrock HealthWatch.

Some of the Strategy will be delivered through related partnership boards – e.g. Children and Young People's Partnership is responsible for part 2 of the Strategy. Some of the Strategy will be delivered through relationships with neighbouring authorities, particularly where priorities and objectives are the same or similar or where there are clear benefits for tackling issues jointly – e.g. Essex County Council, Southend Council. Key partnership relationships with providers are vital – these include South Essex Partnership Foundation Trust, Basildon and Thurrock University Hospitals Foundation Trust, and North East London Foundation Trust.

The Children and Young People's part of the Strategy (part 2) is overseen and delivered by the Children and Young People's Partnership. This partnership includes schools, colleges, and nurseries; Voluntary and Community sector; Health providers; Health commissioners; Police; and Council.

COMMUNITY STRATEGY PRIORITY 4 - Improve health and wellbeing		
Objective	Corporate Plan Deliverables/ Actions: Year 1 (2013-14)	Strategies/ Plans
Ensure people stay healthy longer, adding years to life and life to years	Further develop Thurrock's Joint Integrated Reablement Pathway between health and social care to support independence	Health and Well-Being Strategy is the overarching Strategy, underpinned by: Southend, Essex, and Thurrock Dementia Strategy; Carers Strategy; South Essex Mental Health Strategy, Building Positive Futures Programme, Housing Strategy & Transformation Plan, Violence against Women and Girls strategy, CAMHS
	Develop and implement Joint Health and Social Care Commissioning Intentions	
	Develop a "Market Position Statement" for Adult Social Care providing clarity around future requirements for residential and community care services in Thurrock	
	Establish Thurrock Dementia Alliance to create a community to support people living with dementia	
	Continued development and delivery of the joint Rapid Response and Assessment Service	
	Develop the strategy for tackling loneliness especially focussing on older people as part of the Emotional Health and Wellbeing Strategy	
Reduce inequalities in health and well-being	Review of internal contract compliance processes against Winterbourne View Report and development of action plan	
	Delivery of South Essex Health Improvement Implementation Plan improving access to services for people with learning disabilities	
	Mental Health Strategy Thurrock Implementation Plan in place	
	Establish care pathway for Child & Adolescent Mental Health Strategy (CAMHS), including vulnerable groups (<i>Link with Priority 1</i>)	
	Update and refresh as necessary the Joint Strategic Needs Assessment (JSNA) taking account of the Census 2011 information	
Empower communities to take responsibility for their own health and well-being	Local Area Co-ordination Pilots established and evaluated against the agreed aims of changing the way vulnerable people are supported within their communities to increase self-reliance, improve outcomes, reduce demand and promote independence	
	Introduce Asset Based Community Development Pilots and evaluate against the agreed aims of identifying strengths within the local area, improving individual and group connections and building more resilience within the community.	
	Develop and implement Thurrock Tobacco Control Strategy and Action Plan including developing prevention services	
	Develop Healthy Weight Action Plan	

Develop and implement a multi-agency physical activity pathway for Thurrock

**Priority 4 is underpinned by the delivery plan of Part 1 of the Health and Well Being Strategy which provides more detailed actions*

COMMUNITY STRATEGY PRIORITY 5 - Protect and promote our clean and green environment

The Council's role in delivery

Thurrock Council is the lead organisation for maintaining a clean environment. It has statutory duties for waste and enforcement.

We also want to use Thurrock's riverside location to promote, connect and enhance Thurrock's natural environment for the benefit of local people, wildlife and economy. The Council works in partnership with local groups and organisation to improve and protect the natural environment and promote environmental awareness.

Partnership working

Thurrock is fortunate to have a strong network of environmental organisations active within its boundaries.

Our key delivery partners are:

- Thurrock Environment Partnership
- Wildspace
- Royal Society for the Protection of Birds (RSPB)
- Forestry Commission
- Thames Chase
- South Essex Greengrid Partnership
- Thames Gateway Nature Improvement Partnership

COMMUNITY STRATEGY PRIORITY 5 - Protect and promote our clean and green environment		
Objective	Corporate Plan Deliverables/ Actions: Year 1 (2013-14)	Strategies/ Plans
Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities	Develop Riverscapes Vision and Prospectus (with implementation plan) which sets out strategic delivery with environmental partners	Riverscapes
	Support the European funded 'MaxiGreen' project which will deliver improved access along Thurrock's river frontage and marshes as part of the wider South Essex marshes	
	Develop physical and digital visitor information along <i>Two Forts Way</i> to promote access and understanding through the European funded 'Walls and Gardens' project	
Promote Thurrock's natural environment and biodiversity	Deliver Greengrid Supplementary Planning Document advising developers how they should deliver environmental improvements	Greengrid Supplementary Planning Document
	Deliver refreshed suite of bio-diversity documents to support delivery of Riverscapes	Local Development Framework (LDF)
	Protect the Green Belt and environmentally sensitive areas through relevant planning policies	Waste Strategy
	Secure funding for programme to enhance access to and restore Coalhouse Fort and Park	Air Quality Action Plan
	Work with partners to enhance access to Rainham Marshes as part of the Wildspace Partnership	
	Develop Aveley Forest connections and accessibility to allow more Thurrock residents to enjoy and become involved with this area	
	Sign up to Climate Local initiative and implement the locally developed action plan to reduce carbon emissions	
Ensure Thurrock's streets and parks and open spaces are clean and well maintained	Implementation of better and more efficient waste collection rounds and routes	
	Full operation of new St Clements Way workshop facilities providing more control and flexibility regarding maintenance and repair of front line Council vehicles	
	Maintenance of ISO9001 accreditation for all Environment services recognising the consistent and continuing quality of our service	
	Deliver second phase of derelict building programme to bring properties back into use	

Deliver an efficient and effective Highway Maintenance programme
Undertake extensive air quality modelling of whole borough in order to reassess the state of air quality in Thurrock