

<b>22 November 2016</b>		<b>ITEM: 5</b>
<b>Corporate Overview and Scrutiny Committee</b>		
<b>Review of Vision and Corporate Priorities</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key	
<b>Report of:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services		
<b>Accountable Head of Service:</b> N/A		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services		
<b>This report is public</b>		

## **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. The existing vision and corporate priorities are at Appendix 1.

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.

The committee are invited to comment on the proposed draft new vision and priorities as part of the consultation process.

### **1. Recommendation(s)**

#### **1.1 Corporate Overview and Scrutiny Committee to comment upon the proposed new vision and corporate priorities.**

### **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 slightly 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 vision and priorities have been updated to 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.

### 3. Issues, Options and Analysis of Options

3.1 The new proposed vision is:

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

3.2 It is proposed that there will be three interconnecting new priorities:

- 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

Appendix 2 shows how these fit together and are interconnected to reflect how all components are equally weighted and important, and intrinsically dependent on each other to succeed.

3.3 Corporate Overview and Scrutiny Committee are invited to comment on the proposals as part of a period of consultation with stakeholders through existing forums e.g. Joint Strategic Forum, Health and Wellbeing Board, Business Board, Tenancy Excellence Panel. The final version will also be

informed by the results from the residents' survey and feedback from the Local Plan consultation. The views of staff will also be sought through directorate management teams, Corporate Workforce Group and Staff Forums.

- 3.4 This will allow a final vision and priorities to be considered by Cabinet in and recommend agreement at Full Council in early 2017. 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).
- 3.5 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.
- 3.6 The vision and priorities will be progressed and delivered by staff and members through the service plans, objective setting and performance management tools.
- 3.7 Any change to the vision and priorities 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 In order to obtain full support for a new vision and set of priorities, the views and feedback of Corporate Overview and Scrutiny Committee members is requested early in the process.

#### **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 report is the first stage of consultation with other stakeholders, after which existing external and internal forums will be utilised to gain feedback.

#### **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 consultation and communication people 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 direct legal implications arising from this report. However, individual priority projects 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: **Natalie Warren**  
**Community Development Manager**

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.

Within the proposed new priority of “Thriving partnerships” – there is an explicit focus on community empowerment and engagement. This is a positive.

## 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): N/A

**9. Appendices to the report**

- **Appendix 1 – Current Vision and Corporate Priorities**
- **Appendix 2 – Proposed Vision and Corporate Priorities Diagram**

**Report Author:**

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