

## **Appendix 1 - DRAFT CORPORATE PLAN 2016/17**

Thurrock is an ambitious unitary council with vision and opportunity for residents and businesses. Thurrock lies on the River Thames immediately to the east of London, and is home to some of the most exciting initiatives, industries and organisations in the country including the internationally renowned Royal Opera House. It is strategically positioned on the M25 and A13 corridors, with excellent transport links west into London, north and east into Essex and south into Kent. Thurrock hosts three international ports, London Gateway, Port of Tilbury and Port of Purfleet, which are at the heart of global trade and logistics.

The council has a significant budget challenge in the years ahead and needs to become financially self-sustainable. Working with partners and the community, the council wants to drive growth in our role as champions for the place and as local leaders to maximise opportunities and attract inward investment. This approach alongside generating income and trailblazing new innovative service delivery models will continue to be vitally important to our future.

### **Vision & Priorities**

The Council has an agreed vision and set of corporate priorities:

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

Five **strategic priorities** to achieve our vision:

- **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

These are fundamentally the same as those agreed as part of the Community Strategy consultation exercise in September 2012. They have unanimous cross party support and were refreshed slightly in 2015 to take into account of the changing relationship between the Council and the community and our role in place shaping and community leadership.

### **Priority Projects**

The top council projects for the 2016/17 year ahead are set out below mapped against the priorities:

## **Create a great place for learning and opportunity**

- Work with partners to provide training, apprenticeship and employment opportunities linked to key local industries
- Work with schools and other partners to increase percentage of good/outstanding schools, academies and early education facilities in the borough in line with new legislation
- Review school improvement and other children and young people services and develop proposals for future delivery to make best use of available resources
- Using outcomes of the iMPower review and Ofsted Inspection, develop and deliver strategic plan for demand management of children's social care services

## **Encourage and promote job creation and economic prosperity**

- Promote Thurrock and what it has to offer to residents, visitors and inward investors
- Develop and progress the refreshed Local Plan and associated documents
- Implement the Economic Growth Strategy and progress the six Growth Hubs including Purfleet Centre Scheme
- Work with partners to identify and provide for infrastructure needs including tackling issues of congestion and proposals for a new Lower Thames Crossing
- Build new homes that are affordable and a mixture of tenures (private and social)

## **Build pride, responsibility and respect**

- Develop a communication and engagement strategy informed by the Residents Survey
- Work with partners to empower communities
- Develop new models for adult social care and support provider development through implementation of the Market Position Statement
- Develop a new and transformational Customer Services Strategy including delivery through digital channels where appropriate

## **Improve health and wellbeing**

- Implement the Health and Wellbeing Strategy and deliver the action plans
- Transform and integrate health and social care with a focus on prevention and early intervention, including the delivery of four integrated healthy living centres
- Deliver Transforming Homes programme for 2016/17
- Improve efficiency and effectiveness of homelessness prevention

## **Promote and protect our clean and green environment**

- Review waste services including collection options, re-tendering of contracts and opportunities for income generation
- Improve consistency and sustainability of street cleanliness services through stronger enforcement action on fly-tipping and littering and exploring possibilities for trading greening services
- Enhance the built environment, public spaces and access to the river through development of a Design Guide and progressing the town centre Growth Hub programmes

## **Monitoring and Scrutiny Process**

Progress and performance against the Corporate Plan will be monitored by Cabinet regularly, supported by Directors Board and Performance Board, who will consider the corporate key performance indicators regularly. Each quarter a report will be scrutinised at Corporate Overview and Scrutiny Committee before being reported to Cabinet. Twice a year (mid-year and end of year) the corporate performance report is extended to include updates on all the projects in the Corporate Plan.

These projects and priorities will be delivered in the context of a sustainable Medium Term Financial Strategy with resources focused on delivering the priorities, including savings plans for 2017/18 and beyond. This will be supported by a review of the People Strategy, informed by outcomes of the staff survey, including a new approach to recruitment and retention of a skilled workforce.