

# **Thurrock Council Improvement and Recovery Plan**

**December 2022**



## Foreword

The leadership of Thurrock Council – members and officers - need to regain the trust and confidence of our staff, residents, businesses, partners and the government.

The whole council has been treating this situation extremely seriously, working with the commissioners and government, as well as independent financial and legal experts to fully understand how the situation has arisen and coming together internally to establish a comprehensive resolution plan to safeguard the council's financial position in the best interest of Thurrock's residents. We are grateful to the government and our commissioners for the support they are providing and welcome their recommendations.

Through this Improvement and Recovery Plan we articulate the short, medium and longer-term actions that we will focus upon in order to turn around the council.

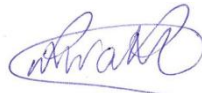
### Our key ambitions are:

1. **Agree and embed a new vision, values and culture across all levels of the organisation** and between officers and members based on openness, transparency, trust, and accountability.
2. **Reduce our borrowing as quickly as possible** through compliant treasury and reduced capital programmes and a managed investment divesting programme alongside development of a new commercial strategy and framework.
3. **Achieve financial sustainability as quickly as possible** through a rigorous programme of asset sales, legal recourse, revenue maximisation including council tax increases, decommissioning and service rationalisation, service transformation, cost control and growth. We will move to a position of no more than median spend on all council services compared to our CIPFA comparator group unless there is a strong business case not to do so.
4. **Embed a system of strong governance across the organisation** based on a comprehensive governance review and including an effective scheme of delegations for financial decision-making.
5. **Develop a new locality based preventative integrated operating model** for people services. Fewer blended roles will deliver more functions in collaboration with residents and health/third sector partners to reduce demand and cost on our highest cost front doors.
6. **Capitalise on Thurrock's growth opportunities** by developing a cogent strategic vision for place leadership and growth, recognising our current financial constraints, facilitating more and direct delivering less.

In signing this plan, we commit to working together to rectify the issues the council faces and grip the delivery of the actions within this plan to improve the council for the benefit of Thurrock's residents and other stakeholders.



Councillor Mark Coxshall  
Leader of Thurrock Council  
On behalf of Thurrock Council Members



Ian Wake  
Interim Chief Executive  
On behalf of Thurrock Council officers

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## Section 1: Thurrock the Place

Thurrock Council is a unitary local authority.

Situated on the banks of the river Thames and bordering Essex, East London and Kent, the borough has over 18 miles of riverfront, scenic countryside and a rich cultural heritage.

Grays, Tilbury, Purfleet-on-Thames, Corringham and Stanford-le-Hope are the main towns in the borough. Rural, picturesque villages and market towns are set into the 70% of the borough which is green belt. Nature reserves, heritage locations and sites of special scientific interest abound.

- Thurrock's population increased by 11.6% from 157,700 in 2011 to 176,000 in 2021.
- 69,500 households and 7,000+ businesses
- 35 minutes by train to the City of London
- 26,000 new jobs and 32,000 new homes needed within 20 years
- Business growth – 1,310 new businesses over the last 5 years
- Leading centre in ports & logistics, retail and creative industries
- Location of one of 8 Freeports – Thames Freeport
- Strategic partner in Association of South Essex Local Authorities (ASELA), South East Local Enterprise Partnership and Thames Estuary plans
- Thurrock Council is one of the largest local employers with over 2,500 staff – 67% of whom are residents
- Council owns 10,000 council houses including 1,200 sheltered and extra care homes
- Council has 49 councillors covering 20 wards: Conservative: 30 seats, Labour: 14 seats, Thurrock Independents: 3 seats, Other: 2 seats.
- Elections are held three out of every four years. The next fallow year is 2025.
- Borough has two parliamentary constituencies: Thurrock (Jackie Doyle-Price MP) and South Basildon and East Thurrock (Stephen Metcalfe MP)



## Section 2: Structure of Improvement and Recovery Plan

Combining the directions from the Secretary of State and recommendations from our peer reviews and other experts, we have structured the activities in this improvement and recovery plan around five key themes and 13 workstreams:

Financial Sustainability	Governance & Scrutiny	Strategic Direction	Place Leadership & Growth	Leadership & Culture
<ul style="list-style-type: none"> <li>Capital &amp; Treasury Group</li> <li>MTFS, Saving Programme &amp; Budget Setting</li> <li>Strategic Investment Advisory Group</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening governance &amp; financial delegations</li> <li>Collective Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Direction</li> <li>New Operating Model</li> </ul>	<ul style="list-style-type: none"> <li>Place Leadership</li> <li>Growth</li> </ul>	<ul style="list-style-type: none"> <li>Culture Change</li> <li>Building a fit for purpose organisation</li> <li>Building organisational capability</li> <li>Communication and Engagement</li> </ul>

We are currently in **Phase 1 Diagnose** - capturing the actions that can and must be addressed and delivered at pace. This phase prioritises focus on those issues identified by the Secretary of State in the Directions, but also includes the discovery of other issues which may have led to this financial situation, including organisational culture and leadership – which will in themselves take longer to address fully. This phase will also include the updating of this plan once the Best Value inspectors and commissioners have published their reports.

**Phase 2: Stabilise** - The revised IRP based on BVI report and government response, alongside clarity of the short, medium and longer-term financial position, will help evolve this plan into an holistic Corporate Plan in early 2023/24, supported by the programme boards for each Theme.

**Phase 3: Transform and Embed** – The Corporate Plan will be co-designed with members, staff, partners and residents, will define our priorities and show how we will operate to ensure a stable and sustainable budget, robust governance, fit for purpose operating model and strategic transformation plan that can provide much valued local services for those in most need now and for future generations. Phase 3 is anticipated to take several years to fully “Embed”.

Phase 1: Diagnose	Phase 2: Stabilise	Phase 3: Transform and Embed
	Capital and Treasury Group	
	MTFS, Saving Programme and Budget Setting	
	Strategic Investment Advisory Group	
	Strengthening governance and financial delegations	
	Collective Decision Making	
	Strategic Direction	
	New Operating Model	
	Place Leadership	
	Growth	
	Culture Change	
	Building a fit for purpose organisation	
	Building organisational capability	
	Communication and Engagement	

NB. This is based on a realistic assessment based on where we are at this point in time. There are elements of activity in some of the workstreams that require more design and collaboration before confirming our approach. Some actions within workstreams will pre- and/or post-date the main phase above.

## **Section 3: Our Phase 1 Diagnose Journey**

### **Intervention and Best Value Inspection**

On Friday 2 September 2022, the government appointed Essex County Council to support us with the financial challenges we face. This intervention was in response to concerns about levels of financial risk and debt. Essex County Council also commissioned a Best Value Inspection of Thurrock Council which began on 10 October 2022 and is due to report the findings to the Secretary of State by 3 January 2023. The Inspection Team was directed by the Secretary of State to consider whether Thurrock Council, in carrying out specific functions, had effective arrangements in place for getting Best Value in its governance, audit (internal and external), risk management, overview and scrutiny functions, and how they affect the provision of services.

The whole council has been treating this situation extremely seriously, working with the commissioners and government, as well as independent financial and legal experts to fully understand how the situation has arisen and coming together internally to establish a comprehensive resolution plan to safeguard the council's financial position in the best interest of Thurrock's residents. We are grateful to the government and our commissioners for the support they are providing and welcome their recommendations.

### **Improvement and Recovery Planning**

In September 2022, a new Leader and Acting Chief Executive were appointed to lead the council and work with the Commissioners and Government to create this improvement and recovery plan and ultimately to work to protect the interests and services of the people of Thurrock. Additional leadership capacity has been created on Directors' Board to drive the delivery of this plan forward with members. However, key to the success of this plan is going to be how we ensure its development and delivery is embedded in such a way that the whole organisation feels like they own it and can take pride in the improvements it creates.

Thurrock Council members and staff have co-developed this Improvement and Recovery Plan in response to the five directions from the Secretary of State around financial and governance issues, in particular our investment strategy. We have also extended this plan in recognition of issues identified in other peer feedback including the Local Government Association (LGA) and independent experts as well as our own reflections in recent weeks following the commencement of intervention and a Best Value inspection in September 2022.

In developing this plan, we wanted to start as we intend to go on – by working collaboratively with staff and members. We started with the high-level Directions and peer review recommendations and have taken various drafts of this plan to lots of different groups, listening to feedback and ideas and refining the plan each time. This will be an iterative process and this plan will be updated – with support and engagement from staff, members and other stakeholders – to take into account the BVI report and government feedback due in January. It will evolve again in 2023/24 as it is developed into our long-term Corporate Plan.

One of the key actions picked up in the Strategic Direction Theme is embedding the Golden Thread approach to ensure this plan translates into meaningful action at team level so that staff at all levels of the organisation understand and are engaged and committed to its delivery. And equally, ensuring there are mechanisms and the culture for bottom-up as well as top-down.

## A new organisational culture

We know, and we collectively accept, that there are some significant underlying issues which have led to the position in which the council finds itself. This deep dive reflection period has also further highlighted issues around the council's leadership and culture which has inhibited decision-making. We recognise the following key historical issues that the council needs to address:

1. **Unhealthy and destructive relationships between some members and officers.** Too often officers and members have not spoken with "one voice" and relationships have been adversarial rather than collaborative and collegiate with a perceived lack of mutual trust and respect
2. **Relationships between some members,** both cross-party and intra-party, have been destructive which has impeded policy and decision making on critical issues
3. **An inconsistent quality of reports being sent to members** with inadequate sharing of information, hindering decision making
4. **A lack of forward planning for reports,** resulting in members sometimes having inadequate time to test reports and ensure safe decision making
5. **Inadequate organisational governance** where it is sometimes unclear where and when a decision is being made and how it has been properly recorded and scrutinised
6. **A "command and control" corporate culture** where "speaking truth to power" was not valued or permitted, dissent was not tolerated, information was inadequately shared and senior leaders were at times micromanaged rather than trusted to lead
7. **Examples of fragmented and siloed operating models** where staff found it difficult to collaborate across teams and deliver integrated solutions to residents leading to inefficiency and preventable 'failure demand'
8. **Inconsistent staff engagement** and a lack of an ongoing two-way conversation
9. **A lack of cogent organisational vision or overarching strategic leadership** with an unrealistic number of individual projects and priorities
10. **Insufficient organisational grip** and assurance on delivery, transformation and savings resulting in significant failures in some major projects

We need to live and breathe the Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership. We have already begun a journey to address these, but it is going to take several years to fully change the culture. This plan forms the route map of that journey.

We are committed to changing this and driving significant culture change across the organisation, we recognise and acknowledge the challenge this presents not least regaining the trust and confidence of people inside and external to the organisation. The scale of change starts with our new purpose, vision and strategic aims being agreed. In order to do this, we need to fully engage across all levels of the organisation to create a new era of openness, transparency and honesty as we work together to improve and recover at pace. To deliver this significant change, this is a programme of a minimum of three years impacting across all aspects of people management, leadership, work practices, customer contact and service delivery as well as individual behaviour.

The council has a committed workforce who have often gone above and beyond to provide services to our residents and businesses including jointly with key partners. Despite the issues which have led to intervention, Thurrock Council has many fantastic teams and several award-winning services. We should not forget this. Indeed, some examples of our proven, collaborative initiatives with improved outcomes for residents are a strong basis for recovery.

But we recognise that the uncertainty of the current situation is having a huge impact on how our staff are feeling. The leadership of the council is committed to agreeing jointly and to adopting new values and behaviours to change the culture and practices of the organisation. This will support our workforce to continue to deliver for our residents, businesses and other stakeholders and allow us to maximise the huge opportunities the borough and council has within its grasp.



## Section 4: Communications and Engagement

The Thurrock Council brand and reputation has been badly damaged and as further reports are published, there will be further challenging messages to both receive and communicate. Underpinning the whole of this plan is the need for timely, honest, two-way communication and engagement with residents, staff, members and a wide range of other partners in order to rebuild trust and confidence based upon the following principles:

- all communication will be timely, open and honest. We have made a public commitment to being “open, honest and transparent” in how and what we communicate.
- Thurrock Council staff and members will hear information first rather than through the local media. This has been an issue in the past. In order to be able to do this, in return we expect staff and members to respect confidentiality.
- Thurrock Council will work collaboratively with ECC and DLUHC in line with the agreed media protocol. DLUHC have confirmed they will not provide a running commentary on Commissioner/Government activity but will work to key proactive milestone communication moments e.g. publication of the BVI report and response

### Priority areas for communication

- Intervention – specifically the directions and finance workstreams including MTFS updates, investment decisions, publication of new strategies and policies to support recovery
- Improvement and Recovery Plan – engagement internally as it develops and through the life of the Improvement and Recovery Board, including further communication once submitted and updated post BVI outcome and evolution to Corporate Plan
- Best Value Inspection – internally regarding process, progress and more significantly once BVI report is published alongside Secretary of State response

### Staff Communication and Engagement

In developing this Improvement and Recovery Plan we have engaged with staff and members, ahead of a more extensive engagement programme as we develop our plan further in the New Year. The Acting Chief Executive, alongside the new Leader, was immediately pro-active in his honest and open communication with staff at all levels about the situation, recognising how unsettling this time is for staff and reflecting on a range of shared emotions. New engagement includes:

- Leadership Group (approximately 90 senior officers) now meet fortnightly for both updates and active engagement in the process, including feeding into the development of this Improvement and Recovery Plan and will be a crucial element of the Theme Programme Boards detailed in this plan.
- The Interim Chief Executive has delivered regular All Staff Briefings to ensure everybody has the opportunity to hear directly from him, joined by Directors’ Board colleagues, and ask questions. These have been incredibly well-received by staff.
- The Managers’ Conference in November attracted over 200 staff. The agenda included roundtable discussions and presentations by the Interim CEX, Leader and Section 151 Officer regarding updates on the intervention and BVI progress, latest financial position and next steps, and an earlier draft of this Plan.

These activities are on top of the regular and embedded weekly staff e-newsletter that includes updates in each edition as well as a dedicated area on the intranet. A sub-group of Leadership Group has been established to help shape and champion delivery of the Communications and Engagement Strategy.



## Member Engagement

Member engagement is another vital component to the success of this Plan and future of the council. We will only affect the organisation change required if we change the culture of officer member relationships, and if we work in collaboration and partnership moving forward.

This has already improved demonstrably. At the Managers' Conference in November 2022, the Interim Chief Executive informed staff that *"relationships between Directors' Board and Cabinet feel markedly and wholeheartedly, positively different from three months ago. It is collaborative rather than adversarial. It is a brilliant platform on which to drive change."*

The Leader has stated publicly of his intention to be a leader for all 49 members and has introduced a weekly email with key updates and information. Engagement with the opposition at the most senior level of officers has been inadequate in the past – but that is already changing. The Interim CEX has set up regular meetings with the Leader of the Opposition who attended the Managers' Conference alongside the Leader. Both Group Leaders attend the Improvement and Recovery Board and the Finance Recovery Board.

But we recognise there is still a long way to go, and that is why there is a theme around Leadership and Culture and why Communication and Engagement is a workstream within that.

## Residents and local media

We fully recognise that we have a long and hard journey to regaining the trust and confidence of our residents and other stakeholders. In our outward facing comms we have committed to keeping our residents, business and community partners fully informed. There is a dedicated section on the council's website about the intervention and we have and will continue to issue press releases. The principles detailed above apply to all our communications, and with approximately 67% of staff also being borough residents, this is crucial.

There is a new monthly pre-Cabinet media briefing and more proactive, open dialogue with the local media. This is to help regain the trust and confidence in what has been an unhealthy and dysfunctional relationship in recent years.

## External Partnerships

Thurrock has a strong recent history of partnership working. For several years we have proudly spoken about #TeamThurrock including our public sector partners (through statutory and non-statutory working structures), the community, voluntary and faith sector (through the Stronger Together Partnership), local businesses (through Thurrock Business Board) and other strategic partnerships such as the Thurrock Integrated Care Alliance, ASELA, SELEP, Thames Freeport and Thames Estuary Growth Board. However, we recognise that we need to work with and engage with our partners more about how we should and could collectively deliver services and projects. We do not have to do it all ourselves.

## Section 5: Programme Management, Governance and Assurance

### Role of Commissioners

Essex County Council, in their role of Commissioner, are critical to Thurrock's improvement and recovery by exercising the Directions as set out by the Secretary of State through the boards they will chair:

- **Financial Recovery Board** - to review Thurrock's improvement plan to deliver the workstreams within the Financial Sustainability Theme
- **Improvement and Recovery Board** - to review Thurrock's strategic improvement plan, including summary reports from the Finance Recovery Board; corporate improvement and culture change plans; and governance and decision-making arrangements, including scrutiny of the process and procedures

The commissioners' role is to hold the council to account for delivery against this plan and also provide regular, open and honest progress reports to the Department of Levelling Up, Housing and Communities (DLUHC).

### Ownership and Accountability

Overall accountability for delivery of the plan lies jointly with the Interim Chief Executive and Leader. Members and officers have collectively contributed to the development of, and therefore have shared ownership of, this plan. In order for the organisation to improve and recover in an effective way, all must see, understand and execute their role in making it a reality. The detail contained within this plan provides the clarity on who is the specific owner for each of the themes, workstreams and actions and who is accountable for their delivery.

### Risk Management

Risks associated with the delivery of the plan will be managed and mitigated through the application of the Project Management Framework at all levels of delivery. One of the key initial actions for each Theme Sponsor and SRO will be to review the key risks associated with the delivery of their Themes and Workstreams through a workshop held in the mobilisation phases and periodically reviewed and reported thereafter. Risks, Assumptions, Issues and Dependencies (RAID) logs will be completed and reviewed on an ongoing basis and will form the framework for highlight and exceptional reporting. This will give Commissioners and members a clear understanding on where the council is in delivering the plan at any given time. There will also be an overall risk added to the Council's Corporate Risk and Opportunity Register to capture the overall impact of not delivering this plan. NB the Risk RAG status column in the Theme action plans at Section 6 relate to the main action. Any sub actions below will be part of the programme monitoring report which will have individual RAG status' for each of the sub actions.

Key risks in delivering the plan include:

- Worsening of the financial position
- Losing key people and skills due to uncertainty of situation and organisational confidence
- Reputation management with staff, residents, partners, government and other stakeholders
- Capacity and capability to deliver this plan against a backdrop of diminishing resources to meet budget pressures
- Communications within the themes and workstreams, as well as between stakeholders and partners both generally and in specific relation to the Plan
- Mobilising programme management to support and monitor delivery
- Changes being required to the Plan following the publication of the Best Value Inspection report and government response

## Programme Management and reporting mechanisms

Programme management and reporting will be driven forward through the key principles of:

- Joint officer and member ownership, collaboration and scrutiny
- Embedding the plan throughout the whole organisation through Leadership Group

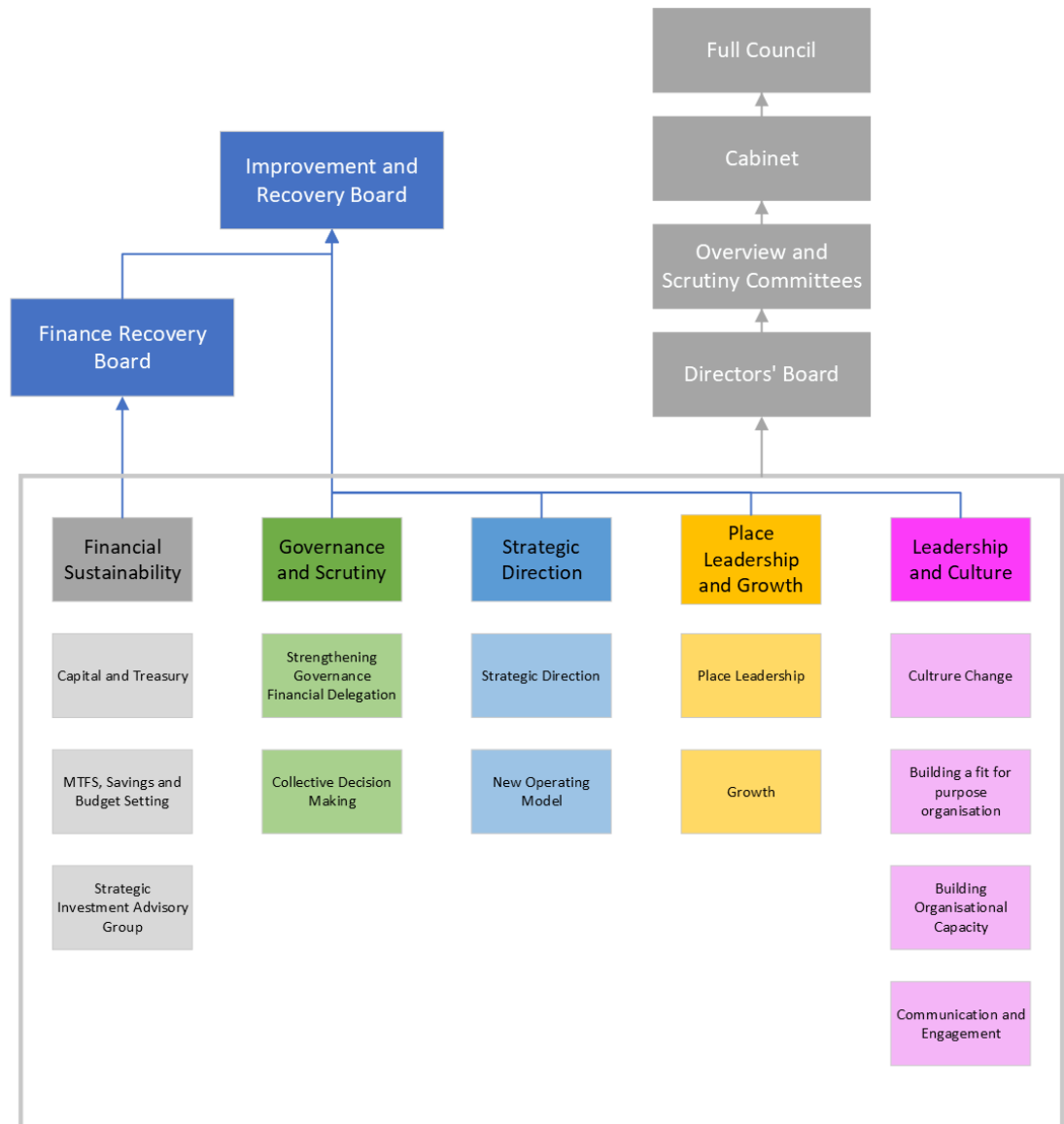
Through the application of the council's Project Management Framework (PMF), Sponsors and SROs have been identified for each of the Themes and Workstreams respectively, and the tools within the framework will be applied (as they already are within the Financial Sustainability theme). The reporting lines for delivery of this plan is illustrated in the adjacent diagram. This is illustrative and subject to change as detail of the programme is identified and evolves over time.

Each Theme will be overseen by a Board which will be co-chaired the Directors' Board and Cabinet Sponsor. They will own and be accountable for the delivery of the detail set out in this plan, meeting as required to ensure progress is made. Where possible and identified by the SROs, existing governance structures will be used at a Workstream level to avoid duplication and make best use of capacity available.

With the exception of the Financial Sustainability theme which has already started, the theme programme boards will commence from December. We will use a best-practice approach to monitoring the delivery, owned by the Corporate Programme Team in conjunction with the SROs of each workstream

Overall reporting and programme management will be the responsibility of the Corporate Programme Team who will perform the crucial functions of programme support to the various workstreams and boards and assure the delivery of the actions and outcomes. This check and challenge approach will be key.

Scrutiny of the delivery of this plan will be a key function of both Commissioners and members. As illustrated, progress will be reported to both Commissioners and members at Overview and Scrutiny, Cabinet and Full Council meetings.



## Resourcing the Plan

The council immediately responded to intervention and BVI by agreeing interim senior officer arrangements within Directors' Board including back-fill arrangements for the Acting Chief Executive. These arrangements included bringing in a Chief Finance Officer, Director of Legal and Governance and Interim Director of Place to provide capacity and expertise.

The council recognises the need to go further and secure additional resources both in terms of capacity and competence across the organisation. Key immediate priority areas include finance, programme management and assurance, internal audit, organisational development and communications. The resourcing and capacity requirements have been developed and aligned to this plan. Resources are being secured through a variety of routes including LGA, professional agencies and networks.

The council's Programme Managers are being realigned to focus on the delivery of this IRP. It is recognised that additional resources are required and are included within the resourcing plan. Alongside this, the review of the Strategic Transformation Programme and the Capital Programme will support and inform the reprioritisation of resources.

Use of existing officers more effectively and collaboratively will also add to the capacity to deliver, hence the plan for the workstream programme boards to consist of Leadership Group colleagues plus others from elsewhere in the organisation, or indeed partners, as required.

In addition to these functions, to ensure the plan is fully embedded throughout all services, a process of prioritisation has developed a phased approach (see Section 2) which reflects the urgent areas and the resource available.

The Resourcing Plan will be adapted as the IRP evolves and will also factor in change required in the organisation to deliver savings. There will be additional cost implications that will need to be capitalised. The current priorities within the Resourcing Plan are:

- Financial Sustainability - defining the size of the challenge and the potential mitigation through disinvestment, assets realisation, transformation and service reductions
- Leadership and Culture - commencing the culture change needed through effective engagement across all stakeholders, redefining the council's values behaviours and internal processes
- Programme Delivery - providing the capacity to deliver the Improvement and Recovery Plan, reinventing the organisation and transforming the operating model.

## Section 6.1: Theme: Financial Sustainability

DB Sponsor: Jonathan Wilson, S151 Officer/ Cabinet Sponsor: Cllr Graham Snell

### Introduction

Financial sustainability is the single highest priority for the council. These workstreams are laser-focussed on recovering from the immediate financial issues facing Thurrock, as well as setting the right foundations for the medium- and long-term.

### Objectives: (NB. These mirror the Directions)

- To develop, agree and deliver:
  - An action plan to achieve financial sustainability and to close any short and long-term budget gaps identified by the council across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan (Ref: Direction A)
  - An action plan to ensure the council's capital, investment and treasury management strategies are sustainable and affordable (Ref: Direction B)
  - a strict debt reduction plan, and an updated minimum revenue provision (MRP) policy in line with all relevant rules and guidelines (Ref: Direction C)
  - an action plan to ensure the council is complying with all relevant rules and guidelines relating to the financial management of the Authority (Ref: Direction D)

Workstreams	Aims (“Destinations”)
Capital and Treasury Group	Underlying issues relating to investments are addressed and new strategies are put in place that sets the Council up for the future with a clear strategic direction.
MTFS, savings programme and Budget Setting	Budget pressures are identified and presented and the creation and agreement of a 30 year MTFS provides a blue-print for recovery and sustainability in the future.
Strategic Investment Advisory Group	Good, evidenced and appropriate decision making is in place to enable oversight and scrutiny of investments in place and their divestment

Key Milestones	Key Deliverables
<ul style="list-style-type: none"> <li>• Asset Disposal opportunities identified (early December 2022)</li> <li>• Request for Exceptional Financial Support (December 2022)</li> <li>• S114 Notice Issued</li> <li>• Confirmation of Exceptional Financial Support from DLUHC</li> <li>• Setting 2023/24 Budget – February Full Council</li> <li>• Agreement of Capital and Treasury Strategies – February Full Council</li> <li>• Capacity and capability review of Finance function including operating model by June 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Debt refinanced with PWLB borrowing</li> <li>• Compliant Treasury Management Strategy</li> <li>• Compliant MRP Policy</li> <li>• Compliant Capital Strategy</li> <li>• A smaller and more focussed Capital Programme</li> <li>• Balanced outturn for 2022/23</li> <li>• Balanced Budget for 2023/24</li> <li>• Updated 30 year MTFS</li> <li>• Asset disposals plan to create a leaner and more manageable estate and generate capital receipts</li> </ul>

Theme: Financial Sustainability								
Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
Direction B	Capital and Treasury group	<p>Agree urgent debt refinancing and develop long-term strategy for divestment</p> <ul style="list-style-type: none"> <li>• Provide monthly statements to DLUHC on position</li> <li>• Review ongoing need to refinance once PLWB loans mature</li> </ul>	JW	GS	KR	01/10/22	31/03/23	On Track
		<p>Produce compliant Treasury Management Strategy</p> <ul style="list-style-type: none"> <li>• Produce and agree a MRP Strategy</li> <li>• Revise prudential indicators and limits to reflect the current strategic view of capital and borrowing requirements for 2023/24.</li> <li>• Develop the strategy to include the impact of key investments decisions, the revised approach to MRP in respect of investments and to reflect the planned approach to the capital programme.</li> <li>• Ensure arrangements are in place for appropriate scrutiny and review of the proposed Capital and Treasury Management strategy ahead of Council sign off in February 2023.</li> <li>• Review the Investment element of the CFR in light of the resetting of the investment MRP policy to ensure associated debt is written down appropriately and reflected in the strategy. Further ensure the impacts of investment decisions taken are reflected appropriately in the strategy.</li> <li>• Produce a medium-term forecast of the Capital Financing Requirement, that reflects the Council's plans for repayment of debt by MRP and capital receipts, and its capital investment plans over the Council's current planning horizon.</li> <li>• Include a borrowing strategy that considers the short-term decision to refinance debt in the context of investment decisions taken and future plans for divestment of investment assets.</li> </ul>	JW	GS	KR	01/10/22	22/02/23 (Feb Council)	Medium Progress
		<p>Update capital programme sustainability &amp; choices</p> <ul style="list-style-type: none"> <li>• Assessment of the affordability and capacity to fund further capital investment from borrowing.</li> <li>• Review the existing capital programme and consider opportunity to reduce the planned expenditure and associated borrowing.</li> <li>• Reflect revisions to the capital programme in revised CFR projections, updated borrowing requirements and limits</li> </ul>	JW	GS	KR	01/10/22	22/02/23 (Feb Council)	Medium Progress
Direction C		<p>Production of MRP policy with auditors and DLUHC</p> <ul style="list-style-type: none"> <li>• Review MRP policy for each element of the Capital Financing Requirement.</li> <li>• Review approach to MRP in respect of capital investments and agree a proposed approach to write down debt over the life of the associated assets.</li> <li>• Calculate revised MRP charges in compliance with MRP policy over lifetime of debt. Link these to updated projections of Capital Financing Requirement.</li> <li>• Agree a revised MRP policy to be agreed with External Auditor and with DLUHC.</li> </ul>	JW	GS	KR	01/10/22	22/02/23 (Feb Council)	On Track

Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
Direction A	MTFS, savings programme and Budget Setting	Agree and provide oversight for budget setting roadmap <ul style="list-style-type: none"> <li>Capture key milestones and overlay with forward plan</li> <li>Monitor working document for periodic changes/as new information becomes available</li> <li>Ensure sufficient engagement and training is provided to members to effectively scrutinise and make decisions (see Governance Theme)</li> </ul>	JW	GS	JF	10/10/22	31/12/22	On Track
		MTFS - Core assumptions and quantification gap scenarios due to investments and core business pressures <ul style="list-style-type: none"> <li>Consider implications of the position and specifically reflect the revised positions on investments, updated MRP policy, the impact of the requests for exceptional financial support and the future strategic plans of the Council</li> <li>Reflect local government settlement and other fiscal announcements</li> <li>Ensure consistency with wider elements of the directions including review of capital programme, cost control measures and proposed asset disposals for example</li> <li>Develop longer-term MTFS that enables consideration of the path to financial sustainability</li> </ul>	JW	GS	MJ	01/10/22	22/02/23 (Feb Council)	On Track
		Determine strategy for cost control <ul style="list-style-type: none"> <li>Introduce cost control strategy with necessary oversight</li> <li>Recruitment limited already in place to only business critical posts/fixed term</li> <li>Non-essential spend message to staff</li> </ul>	JW	GS	JF	01/10/22	22/02/23 (Feb Council)	Medium Progress
		Develop savings programme including from transformation (link to Strategic Direction Theme) <ul style="list-style-type: none"> <li>Use of benchmarking data – children’s, adults, environment and waste, planning – with target to get down to median for CIPFA comparators or strong rationale if not</li> <li>Organisational review of all services with a view to rationalisation</li> <li>Review of commissioned services to the voluntary sector</li> <li>Demand management – children’s, adults, assessments, housing – including reduce front doors and multiple customer access points/customer services</li> <li>Transformation of high-cost services to deliver savings e.g. waste/environment</li> <li>Implement Waste Recovery Plan to address service fragility with ECC peer support</li> </ul>	JW	GS	JF (with Leadership Group)	01/10/22	22/02/23 for 2023/24 Ongoing for future years	Medium Progress
		Review asset disposals <ul style="list-style-type: none"> <li>Progress what is already on the market to meet MTFS targets</li> <li>Produce a written headline assessment of the net potential market value of the disposable assets (priority non HRA assets)</li> <li>Develop a resource plan (of external and internal capacity) to provide assurance over capacity and capability to mobilise the workstream</li> </ul>	MBr	MC	MBr	20/10/22	01/04/23	On Track
		Strengthen oversight of property and associated income through new Board structure <ul style="list-style-type: none"> <li>Cabinet to approve each tranche of assets identified for disposal following recommendation by new Property Board and Finance Recovery Board (FRB).</li> <li>Where council-owned sites are considered suitable and viable for council delivery, they will be considered by the Housing Delivery Board prior to Property Board.</li> </ul>	MBr	MC	MBr	Jan 2023	April 2023	Not due to start – Phase 2



		<ul style="list-style-type: none"> <li>Property Board to monitor progress on agreed disposal programmes and budgets monthly, reporting monthly by exception to FRB and quarterly in detail to FRB.</li> </ul>						
		Review Finance function post-budget setting to ensure capacity, capability and operating model to deliver scale and complexity of agenda	JW	GS	JW	June 2023	Dec 2023	Not due to start – Phase 2

Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
Direction B	Strategic Investment Advisory Group	Determine critical path for all investment decisions <ul style="list-style-type: none"> <li>Map route to each decision</li> <li>Secure necessary advice</li> <li>Engage with all stakeholders</li> <li>Execute decisions</li> </ul>	JW	GS	JW	01/10/22	Links to specific investments	On Track
		Review of investment asset values including tail assets and determination of impairment <ul style="list-style-type: none"> <li>Assess all investment values and determine level of impairment and associated borrowing positions.</li> <li>Seek external assurance over the ongoing oversight of positions</li> <li>As appropriate, reflect impairments in current year financial reporting and in MTFs</li> <li>Consider associated impacts on borrowing and MRP relating to investment assets.</li> <li>Agree final valuations with external Audit as part of financial statement audit</li> </ul>	JW	GS	JW	01/10/22	22/02/23 (Full Council)	Medium Progress
		Develop wider strategies and oversight arrangements for all commercial holdings linked to sale of assessment assets <ul style="list-style-type: none"> <li>Develop and agree a Divestment Strategy</li> <li>Develop and agree a new Commercial Strategy, framework and governance approach including oversight committee building on the Strategic Investment Advisory Group with Member oversight and independent expert advice</li> </ul>	JW	GS	JW	01/10/22	01/04/23	Medium Progress
		Commissioning of new advice including investment managers for in-housing <ul style="list-style-type: none"> <li>Procure advisors using framework (Bloom)</li> <li>Contractor appointed for the Treasury Management Advisory Service.</li> </ul>	JW	GS	JN	01/10/22	14/12/22	On Track
		Review options for investment appraisal in advance of any options being presented into political and executive forum <ul style="list-style-type: none"> <li>Ensure all investment decisions are supported by appropriate governance</li> <li>Ensure there are forums provided to members to consider decisions in advance of key deadlines</li> <li>Strategic Investment Advisory Group established to provide necessary political and officer forum to review appraisals alongside legal recovery options.</li> </ul>	JW	GS	JW	01/10/22	Links to specific investments	On Track
		Direction D		Review existing advisors' commissions to ensure compliance with Thurrock regulations <ul style="list-style-type: none"> <li>Ensure commission reflects the current scope of the services provided and is supported by appropriate contractual documentation</li> </ul>	JW	GS	JN	01/10/22
Consideration of a scope for a forensic/fraud review in the public interest <ul style="list-style-type: none"> <li>Litigation workstream developed to consider all possible options open to the Council</li> <li>Strategic Investment Advisory Group established to provide necessary political and officer forum to review legal recovery options.</li> </ul>	JJ			GS	MBow	20/10/22	awaiting external timescales	Medium Progress

## Section 6.2: Theme: Governance and Scrutiny

**DB Sponsor: John Jones, Monitoring Officer/ Cabinet Sponsor: Cllr Jack Duffin**

### Introduction

The purpose of this theme is to ensure the council is doing things correctly. It is critical that in order to have good governance - and reassurance of such both within the organisation and with government and other stakeholders - the rules followed are the right rules and that everyone knows, respects and abides by them. Governance comprises the systems, processes, culture and values which support the direction and control of activities of the council. These enable it to engage with and be accountable to the community. It also needs to support the council in monitoring the achievement of strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services. The actions within this theme will develop further to address any issues highlighted by internal reviews, the commissioners, the BVI report and subsequent government response.

### Objectives

- To develop, agree and deliver:
  - an action plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority (Ref: Direction D)
  - A suitable scheme of delegations for financial decision-making (Ref: Direction E)
- To clarify relationships between Cabinet, Scrutiny and Council, along with roles and responsibilities (Ref: GOV01)

Workstream	Aim (“Destination”)
Strengthening governance and financial delegations	Clear rules and mutual understanding and respect of those rules which ensures sound decision making. This includes, but is not confined to financial matters
Collective Decision Making	Structures, practices and relationships are in place that enable members and officers to be clear about the remit of their roles and responsibilities and to work together effectively to ensure decisions are made effectively and in an informed manner.

Key Milestones	Key Deliverables
<ul style="list-style-type: none"> <li>• New reporting lines and capacity within Internal Audit (Nov)</li> <li>• Completion of Constitution Working Group review of Overview and Scrutiny Committees (May 2023)</li> <li>• Governance audit with support from LGA (timing to be negotiated with LGA)</li> <li>• New working programme for Constitution Working Group (May 2023)</li> </ul>	<ul style="list-style-type: none"> <li>• updated Constitution</li> <li>• new training programme for members including back to basics</li> <li>• clear understanding of officers and members about effective decision making and responsibilities</li> <li>• a full and detailed forward plan of reports/decisions and improved financial reporting (linked to the assurance framework development referenced in Strategic Direction Theme)</li> <li>• members are better equipped to challenge and officers have the political awareness and skills to support members</li> <li>• a clear understanding of the role of officers and members</li> <li>• closer attention to risk management</li> </ul>

Theme: Governance and Scrutiny								
Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
Directions D and E	Strengthening governance and financial delegations	Undertake a governance audit, with support from the LGA, to include a page-by-page review of the Constitution with actions as necessary to ensure it is fit for purpose, with priority focus given to: <ul style="list-style-type: none"> <li>financial regulations</li> <li>officer/member delegation arrangements, with a particular focus on those for investments and commercial decisions</li> <li>decision making</li> <li>officer/member relationship, to include a new member/officer code of conduct including reflection of shared values and behaviours</li> </ul>	JJ	GS / JD	MBou	Jan 2023	March 2023	Not due to start – Phase 2
		Revise policies and structures for internal audit, risk management and information governance to ensure practices are robust and compliance mechanisms are both in place and embedded including: <ul style="list-style-type: none"> <li>move Internal Audit Team from Finance to Legal Directorate to operate independently from finance service</li> <li>recruitment to add senior capacity in Audit</li> <li>Annual Review of Risk and Opportunity Management framework is strengthened to take account of BVI and government feedback</li> </ul>	JJ	JD	GClI/AO/LH	Nov 2023	June 2023	Medium Progress
		<ul style="list-style-type: none"> <li>Work with auditors to complete statutory financial reporting such as audits and production of accounts</li> </ul>	JW	GS	KR	Sept 2022	Subject to external timescales	On track
		Review of accountable body roles linked to Thames Freeport to ensure governance arrangements are fit for purpose and sustainable	JJ	GS	GClA	Dec 2022	March 2023	Not due to start – Phase 2
		Review of Company structures and associated governance (including Members) for Thurrock Regen Ltd and Thurrock Regeneration Homes Ltd in order to determine whether any changes are required	JJ	MC	HMc	Dec 2022	March 2023	Not due to start – Phase 2
Ref: GOV01	Collective Decision Making  (also see Leadership and Culture theme)	Review and clarify the relationships, roles and responsibilities between Cabinet, Scrutiny and Council. <ul style="list-style-type: none"> <li>complete current work programme of Constitutional Working Group on Overview and Scrutiny Review which proposes a new structure to committee system</li> <li>develop a new work programme for the CWG to include a wider remit in response to the intervention and linked to below action</li> </ul>	JJ	JD	MBou	June 2022	May 2023 (Annual Council)	Medium Progress
		Improve the structures, training and development that allow for effective officer/member engagement on key issues and decisions including: <ul style="list-style-type: none"> <li>establish an Investment Committee including members to oversee investment programme</li> <li>create a detailed Forward Plan of decisions</li> <li>refresh Overview and Scrutiny Committee member training</li> <li>refresh Cabinet member training</li> <li>introduce Group Leaders meetings</li> <li>appropriate training and skills to improve quality of report writing</li> </ul>	JJ	MC	MBou	Jan 2023	May 2023	Not due to start – Phase 2

## Section 6.3: Theme: Strategic Direction

**DB Sponsor: Karen Wheeler, Director of Strategy, Engagement and Growth/ Cabinet Sponsor: Cllr Mark Coxshall**

### Introduction

With so many exciting opportunities, projects and initiatives of which the council has been proud, the council has wanted to do it all and this has hampered clarity about its priorities over the recent past. This cannot be the case moving forward. Already limited and reducing capacity and increasing demand - exacerbated by the financial management issues - means that the future necessitates a smaller organisation, providing fewer services – but concentrating on doing those fewer things well. Clarity on those fewer priority services and changes to the operating model are fundamental.

### Objectives

- Clear strategic narrative, co-designed internally and with partners and our communities to ensure shared understanding of and commitment to delivery, reinforced and governed by a robust performance management and assurance framework (Ref: STRAT 01)
- Co-design and deliver a fit for purpose new operating model which ensures a sustainable budget, robust governance, and strategic transformation plan which can provide much valued local services for those in most need now and for future generations (Ref: STRAT 02)

Workstream	Aim (“Destination”)
Strategic Direction	A clear vision and set of priorities for the council, which are affordable, sustainable, co-designed with staff, members, residents and partners and are universally understood and are translated into directorate and service plans.
New Operating Model	A focussed, cost-effective, sustainable and co-designed approach to service provision which is delivered in partnership with residents and other key partners, with collaboration across multi-disciplinary teams. This will end silo working and disparate service delivery through building an accessible and inclusive front door, bringing together skills and experience to create blended roles so that staff can deliver positive solutions across traditional service specialisms.

Key Milestones	Key Deliverables
<ul style="list-style-type: none"> <li>• Submission of Improvement and Recovery Plan (December 2022)</li> <li>• Review of the BVI and Commissioners Reports (January 2023)</li> <li>• Review and update of the Improvement and Recovery Plan to reflect government response (February 2023)</li> <li>• Development of Corporate Plan including clear and wide engagement activity (From March 2023)</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• New performance management and assurance framework in order to provide internal insight to inform decision making and enable robust external scrutiny. (linked to financial reporting and governance actions in Governance and Scrutiny Theme)</li> <li>• Digital and Customer Experience Strategy and action plan</li> <li>• A new operating model</li> <li>• Refined Strategic Transformation Programme</li> </ul>

Theme: Strategic Direction								
Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
STRAT01	Strategic Direction	Develop a Corporate Plan that sets the refocused priorities and strategic direction of council in line with MTF5 and this IRP <ul style="list-style-type: none"> <li>Determine approach and timescales to developing Corporate Plan</li> <li>Ensure staff, members, partners, stakeholders and residents are clear on and engaged in setting the council's priorities in order that the council regains their trust and confidence, through the communication and engagement strategy and adopting a Stronger Together approach</li> <li>Adopt and embed Corporate Plan including translation into Directorate /Service Plans and staff objectives</li> </ul>	KW	MC	SW	March 2023	Oct 2023	Not due to start – Phase 2/3
		Embed practice of community and equality impact assessments in all policy/strategy development and changes supported by Improving Equality Outcomes Board including updating guidance and training to ensure implications of decisions on our residents are understood	LB	QA	CA/NS	Jan 2023	Oct 2023	Not due to start – Phase 2
		Develop new Performance Management and Assurance Framework to monitor progress against the Corporate Plan, developing from the programme management approach set out in Section 5 of the IRP	KW	MC	SW	May 2023	Dec 2023	Not due to start – Phase 3
STRAT02	New Operating Model	Develop new organisation operating models aligned to the Corporate Plan and MTF5 that will change the way we operate as an organisation and deliver our strategic priorities. Key design principles are: <ul style="list-style-type: none"> <li>integrated multi-disciplinary teams</li> <li>locality based people services</li> <li>flexible structures, teams and skills to enable delivery at point of demand</li> <li>embed within structures/processes/systems the mechanisms to support &amp; enable multi-agency workforce to collaborate, share knowledge and work together focussing on positive outcomes</li> <li>rationalisation of physical estate</li> <li>digital by design</li> <li>data driven decision-making and demand management</li> </ul> To achieve this, we will: <ul style="list-style-type: none"> <li>review Strategic Transformation Programme projects to align with the design principles and emerging Corporate Plan, priorities, MTF5 and other financial strategies</li> <li>adopt a learning organisation approach, including use of benchmarking data and good practice through networking to inform model design</li> </ul>	IW	MC	JH	Dec 2022	Oct 2023	Not due to start – Phase 2/3

		<ul style="list-style-type: none"> <li>• draw upon the successful work already being delivered within Adult Social Care and implement a locality-based model of delivery, utilising a strengths and asset-based approach to enable services and solutions to be provided at the right time and in the right place to ensure successful outcomes</li> <li>• develop structures and roles that empower cross functional teams to work collaboratively to enable faster response to residents needs and the ability to deliver core services more effectively</li> <li>• engage at all levels on proposed models</li> <li>• build upon successes around early intervention and prevention, generating improved outcomes more efficiently.</li> </ul>						
		<p>Drive forward implementation of the Digital and Customer Experience Strategy to improve our customer access and staff experience and opportunities through digital transformation, better services and tools. Deliver Digital and Customer Experience Strategy Action Plan including review of business cases</p>	JH/KW	JD	AB / TH	Oct 2022	2025	Medium Progress

## Section 6.4: Theme: Place Leadership and Growth

DB Sponsor: Mark Bradbury, Interim Director of Place/ Cabinet Sponsor: Cllr Mark Coxshall

### Introduction

Thurrock has had an ambitious place and growth agenda for many years. Whilst we have recognised that this needs to be delivered in partnership, we have been less successful in articulating our place vision, what initiatives we will prioritise and how we will strengthen capacity to deliver on the opportunities that the borough has within its grasp. We also need to clarify what aspects of the Place agenda we are going to be enablers or facilitators of and what we will continue to do ourselves recognising the financial constraints that we are operating under and the need to facilitate more and directly deliver less. In October 2022, an Interim Director of Place was appointed recognising the scale of both the opportunity and challenge.

### Objectives

- develop a clear strategic growth plan which sets out the narrative and priorities for growth in Thurrock, has clear lines of responsibility and is appropriately resourced - Ref: PLACE01
- proactively establish what Thurrock wants to achieve from local government reform and devolution. In respect of devolution, clarity about activities that will make a difference locally and why - Ref: PLACE02
- ensure the demands and benefits from the planned economic growth are modelled and fully understood, for example clarity about the demands in terms of school places and social care and the impact of Thames Freeport - Ref: PLACE03

Workstream	Aim (“Destination”)
Place Leadership	A clear vision of what we collectively want the borough and each locality within it to be by 2050 setting out our approach to place making across town centres, mixed use, employment zones and residential quarters to inform our corporate plan, local plan, housing and regeneration strategies and economic growth strategy with a focus on the wider determinants of health as articulated in the Health and Wellbeing Strategy.
Growth	A clear understanding of what good growth means for Thurrock residents and how the council will enable and facilitate in order to deliver sustainable and inclusive growth over the longer term

Key Milestones	Key Deliverables
<ul style="list-style-type: none"> <li>• Appointment of Interim Director of Place to lead this agenda (November 2022)</li> <li>• Local Plan Reg 18 Publication (July 2023)</li> <li>• Draft Economic Growth Strategy (June 2023)</li> </ul>	<ul style="list-style-type: none"> <li>• New Local Plan and Supporting Infrastructure Requirement List</li> <li>• New Economic Growth Strategy</li> <li>• Refreshed Thurrock Business Board</li> <li>• Revised set of robust, affordable, deliverable and strategically connected regeneration projects</li> <li>• Clear integrated and articulated ‘place making’ vision for each locality within the borough.</li> </ul>



Theme: Place Leadership and Growth								
Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
PLACE01	Place Leadership	<p>Develop a clear strategic narrative and priorities for inclusive growth which have clear lines of responsibility and is in line with the Corporate Plan and financial strategies</p> <ul style="list-style-type: none"> <li>Recruit into permanent and fixed term posts to reduce interim roles</li> <li>Continue to develop the Local Plan working with other council services, members, partners, and stakeholders to ensure that it reacts and responds to wider council and community priorities</li> <li>Review all regeneration programmes considering capacity and financial constraints and ensure robust governance arrangements for each programme</li> <li>Deliver a New Economic Growth Strategy through the Backing Thurrock Implementation Group, which includes officers, Thurrock Business Board, South Essex College, and CVS.</li> <li>Review Business Board framework and terms of reference to ensure effective engagement and place leadership from different business sectors</li> <li>Develop a communications, marketing and events attendance strategy to ensure Thurrock is promoted as an investment opportunity to appropriate audiences (including government)</li> </ul>	MBr	MC	GMc	July 2022	Sept 2023	Medium Progress
PLACE02		<p>Continue to engage with partners on discussions around the options for devolution, ensuring the interests of Thurrock residents and businesses are reflected and protected</p> <ul style="list-style-type: none"> <li>Fully engage in Greater Essex devolution workstreams and discussions through Essex Leaders and Chief Executives' meetings</li> <li>Develop and understand the potential for a sub-regional approach to skills delivery and inward investment</li> <li>Consider the pros and cons of a sub-regional approach to strategic planning</li> </ul>	KW/MBr	MC	SW	June 2022	March 2023	Medium Progress
PLACE03	Growth	<p>Use economic modelling of planned and expected growth to support wider economic recovery and resilience of our communities eg Local Plan and Economic Growth Strategy and as articulated in the Health and Well Being Strategy to anticipate demand on council services and infrastructure</p> <ul style="list-style-type: none"> <li>Develop a clear understanding of what good inclusive growth means for Thurrock residents</li> <li>Continue to develop Infrastructure Requirement List in line with Local Plan</li> <li>Undertake a Jobs and Skills assessment of Local Plan policies</li> </ul>	MBr	MC	GMc	Oct 2022	Sept 2023	Medium Progress

## Section 6.5: Theme: Leadership and Culture

**DB Sponsor: Jackie Hinchliffe, Director of HROD and Transformation / Cabinet Sponsors: Cllrs Jack Duffin/Mark Coxshall**

### Introduction

This theme sets out our planned approach to redefine our organisational culture and leadership capability as a critical enabler of the transformation of Thurrock. Our vision is to create an innovative and adaptable organisation, where we have the right people, in the right place, doing the right things with the right skills at the right time to deliver the immediate, medium and long-term priorities of Thurrock. The below actions will be further informed by the BVI outcomes and government response.

### Objectives

- Define and embed an organisational culture that fosters behaviours and ways of working required to deliver strategic priorities (Ref: LEAD01)
- Create a strong employee and resident experience through comprehensive communication and engagement strategies and approaches (Ref: LEAD02)
- Invest in the development of workforce and members to successfully build capability and confidence (Ref: LEAD03)

Workstream	Aim (“Destination”)
Culture Change	An organisational culture that fosters positive behaviours and ways of working required to deliver strategic priorities
Building a fit for purpose organisation	People, processes, structures and skills aligned with those needed to deliver the organisation’s vision and strategic priorities
Building organisational capability	A capable and confident workforce and group of members - all senior officers and members understand the scale of challenge and are equipped to provide robust oversight and decision-making
Communication and engagement	A strong and informed employee and resident experience through comprehensive communication and engagement strategies and approaches

Key Milestones	Key Deliverables
<ul style="list-style-type: none"> <li>• Strategic direction agreed and articulated (See Strategic Direction Theme)</li> <li>• New Operating Model finalised (See Strategic Direction Theme)</li> <li>• Accountability and role responsibility defined (See Governance Theme)</li> <li>• Revised values agreed</li> <li>• Evidence of positive outcomes of the communication and engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Additional leadership capacity/capability on Directors Board</li> <li>• New Cultural Change Programme embedded across the entire organisation</li> <li>• New Member training and development offer</li> <li>• New Leadership and Management behaviours framework</li> <li>• Skills gap analysis</li> <li>• Internal Communications and Engagement Working Group</li> <li>• New monthly pre-Cabinet in person briefings for local media</li> </ul>

Theme: Leadership and Culture								
Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
LEAD01	Culture Change	<p>Develop and deliver a new Cultural Change Programme which reflects the organisational-wide changes needed</p> <ul style="list-style-type: none"> <li>Design a compelling vision narrative &amp; picture of what future culture looks like and a roadmap of the journey to achieve this to deliver the purpose and strategic priorities</li> <li>Map current culture and undertake gap analysis for current culture and future culture</li> <li>Clearly articulate what needs to be different/change to shift culture to the new state via engagement and communications activities</li> <li>Review corporate values to ensure still reflect the spirit and principles of how the organisation wishes to operate and are aligned to positively support the change in culture.</li> <li>Embed key value messages in all communication approaches &amp; tools to continually reinforce the journey we are on. Incorporate into PDRs, values-based recruitment. Reinforce values and behaviours awareness and expectations as part of corporate and local inductions</li> <li>Leadership must “live” the values - model values and behaviours in daily interactions with colleagues</li> </ul>	JH	JD	TD	Jan 2023	April 2026	Not due to start – Phase 2/3
LEAD01	Building a fit for purpose organisation	<p>Agree a structured and informed approach to designing the organisation structure and governance creating a flexible and appropriately skilled workforce to deliver the purpose and strategic priorities, in the short, medium and long term.</p> <ul style="list-style-type: none"> <li>Redesign of structures and role purpose including spans of control</li> <li>Strategic workforce planning undertaken</li> <li>impact assessment of changes to current structure &amp; roles</li> <li>skills gap analysed against new structure/role skills requirement</li> <li>key skills development plan</li> <li>key skills development in progress</li> <li>resource requirements identified</li> <li>action taken to close resource gaps</li> <li>Business Readiness assessment – ready and prepared to transition to new structure and roles</li> <li>HR Policy and procedures reviewed - enable and support new ways of working and foster a culture of learning and innovation</li> </ul>	JH	JD	TD	April 2023	April 2025	Not due to start – Phase 2/3

Objective Ref.	Workstream	Main and Emerging Actions	DB Sponsor	Cabinet Sponsor	Lead Officer	Start date	Due date	Progress RAG status
LEAD01 LEAD03	Building organisational capability	Redefine the role and accountability of our <b>Leadership</b> , our <b>Workforce</b> and our <b>Members</b> that aligns with our values, behaviours and operating model.						
		<b>Leadership</b> <ul style="list-style-type: none"> <li>Put in place Interim Leadership arrangements to enable the Council to respond to intervention and BVI. (The GSC report agreeing this was 29 Sept).</li> <li>Identify additional capacity and capability needs to deliver plan</li> <li>Define and agree behaviours of immediate strategic importance and key leadership skills agreed to lead the delivery of culture change and effective implementation of new operating model</li> <li>Align new behaviours with Leadership &amp; Management Framework - Framework publicised and formally signed up to by leaders/managers</li> <li>Undertake rigorous needs analysis to identify current gaps in key leadership/manager skills and knowledge</li> <li>Agree/embed process for formal and informal development interventions to develop required behaviours and skills</li> </ul>	JH	JD	TD	Sept 2022	April 2025	Medium Progress
		<b>Workforce</b> <ul style="list-style-type: none"> <li>change management skills agreed as a core skill for all staff</li> <li>develop and agree qualitative &amp; quantifiable success indicators created and incorporated as behaviour outcomes in the PDR process</li> <li>undertake a skills gap analysis</li> <li>mandatory learning and development applied as appropriate eg financial management, governance and people management</li> </ul>	JH	JD	TD	March 2023	April 2025	Not due to start – Phase 2/3
		<b>Member Development</b> <ul style="list-style-type: none"> <li>Develop a new member development offer and requirements in order to ensure the necessary skills, knowledge, behaviours (based on the Nolan principles) and training are present to enable effective scrutiny, governance, accountability and decision making, particularly around financial management</li> </ul>	JJ	JD	MBou / TD	Jan 2023	May 2023	Not due to start – Phase 2
LEAD01 LEAD02	Communication & Engagement	Embed communication and engagement strategies to ensure it is timely, open, honest and inclusive <ul style="list-style-type: none"> <li>implement and embed the internal communication and engagement strategy including more frequent face-to-face sessions and opportunities for staff at all levels to shape the culture and support understanding</li> <li>establish internal Comms and Engagement Working Group</li> <li>continue to implement the communication strategy and review priority areas in line with Corporate Plan as it emerges and new priorities</li> <li>continue two-way feedback mechanisms and pulse surveys to continually monitor shifting climate of organisation, taking remedial action as appropriate</li> <li>workforce messaging appropriate to enable staff to provide key messages to residents</li> <li>redefine relationship with the local media with new monthly pre-Cabinet in person briefings</li> </ul>	KW	JD	MM/TD	Sept 2022	Ongoing	Medium Progress

## Lead Officers

In alphabetical order

Initials	Lead Officers	Job Title
AB	Andy Best	Strategic Lead – ICT
AO	Andy Owen	Corporate Risk and Insurance Manager
CA	Ceri Armstrong	Acting Assistant Director – Adult Social Care and Community Development
ES	Ewelina Sorbjan	Interim Director, Housing
GCla	Gina Clarke	Governance Lawyer
GCliff	Gary Clifford	Internal Audit Manager
GMc	Gerard McCleave	Assistant Director - Economic Growth and Partnerships
GS	Gary Staples	Assistant Director – Transformation
HMc	Helen McCabe	Thurrock Regeneration Ltd (TRL) Development Manager / Company Secretary
IW	Ian Wake	Acting Chief Executive
JB	Jo Broadbent	Director, Public Health
JF	Joanne Freeman	Finance Manager
JH	Jackie Hinchliffe	Director, HR OD & Transformation
JJ	John Jones	Director, Legal and Governance and Monitoring Officer
JN	Jessica Nwoko	Strategic Lead - Procurement
JR	Julie Rogers	Director, Public Realm
JW	Jonathan Wilson	Interim Director, Finance & Section 151 Officer
KR	Kalwant Rai	Chief Financial Accountant
KT	Kerry Thomas	Chief Executive's Business Manager
KW	Karen Wheeler	Director, Strategy, Engagement and Growth
LB	Les Billingham	Interim Director, Adult Social Care
LH	Lee Henley	Information Manager
LT	Luke Tyson	Delivery and Strategy Manager
MBou	Matthew Boulter	Democratic Services Manager
MBow	Mark Bowen	Interim Head of Legal Services
MBr	Mark Bradbury	Interim Director, Place
MJ	Michael Jones	Strategic Lead - Finance
NS	Natalie Smith	Strategic Lead – Community Development
RE	Richard Ennis	Interim Chief Financial Officer
SM	Sheila Murphy	Corporate Director, Children's Services
SW	Sarah Welton	Strategy Manager
TD	Tina Dempsey	Strategic Lead People and Organisational Development
TH	Tracie Heiser	Assistant Director, Customer Services

## Lead Members

Initials	Lead Members	Role
MC	Cllr Mark Coxshall	Leader of the Council and Cabinet Member for Growth
DA	Cllr Deborah Arnold	Deputy Leader & Cabinet Member for Adults and Health
GS	Cllr Graham Snell	Cabinet Member for Finance
BJ	Cllr Barry Johnson	Cabinet Member for Children and Education
AJ	Cllr Andrew Jefferies	Cabinet Member for the Environment
LS	Cllr Luke Spillman	Cabinet Member for Housing
JD	Cllr Jack Duffin	Cabinet Member for Central Services
QA	Cllr Qaisar Abbas	Cabinet Member for Culture and Communities
BM	Cllr Ben Maney	Cabinet Member for Transport and Public Safety