

**Committee:** Council

**Agenda Item**

**Date:** 23<sup>rd</sup> February 2017

**6**

**Title:** Corporate Plan 2017 - 2021

**Portfolio Holder:** Cllr Howard Rolfe

Key decision: No

---

### Summary

1. The Corporate Plan is a key document that sets out the Council's vision and priorities for the next four years. However, it is reviewed annually to ensure that it remains relevant and deliverable.
2. The vision statement and core contents were considered by Cabinet on 1 December 2016 and agreed for recommendation to Full Council, subject to the views of Scrutiny Committee who considered the Corporate Plan (and delivery plan) on 7 February 2017.
3. It is important to recognise that the Corporate Plan forms part of a wider strategic planning framework which directs how and where Council resources are allocated. The final draft delivery plan that sets out the outputs, outcomes and performance measures will be considered by Cabinet on 30 March, once the Corporate Plan and Budget have been approved, to ensure that resources follow the priorities.

### Recommendations

4. That the draft Corporate Plan for 2017-21 be approved, containing the Council's vision and priorities.

### Financial Implications

5. There are no direct financial implications arising from this report. Any financial implications contained within the draft delivery plan are identified in the budget.

### Background Papers

6. None

### Impact

Communication/Consultation	The plan is derived from ongoing community and budget consultation activities.
Community Safety	Community safety is more clearly identified as a corporate priority; specific actions and projects will be identified in the delivery plan and service plans.
Equalities	Any equalities implications resulting from actions or projects in the corporate plan will

	be identified in the delivery plan and service plans. The corporate plan can be made available in Braille, larger print or translated on request
Health and Safety	Any health and safety implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans.
Human Rights/Legal Implications	There are no human rights implications. Any legal implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans.
Sustainability	Any sustainability implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans.
Ward-specific impacts	Any ward-specific impacts resulting from actions or projects in the corporate plan will be identified in the service delivery and plans.
Workforce/Workplace	Any workforce implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans

## Situation

7. The Council has for many years followed the good practice of setting out its priorities in the form of a corporate plan. Since 2007, much of the focus has, by necessity, been to ensure the Council's finances were restored to good order. This enabled the Council to continue to deliver the statutory services it was (and remains) responsible for. Whilst it is essential that the Council continues to its efforts in maintaining a financially sound position, it is considered to be an opportune time for the Council to prioritise its community leadership role.
8. Community Leadership is widely used to describe the key and unique value that councils can bring to their localities. As the only over-arching locally elected body, councils have a uniquely democratic role within the locality. The Council is well placed to perform a more visible Community Leadership role, focusing on bringing partners together, joining up local services, exercising influence in developing a shared local agenda, engaging with citizens and creating a vision for our locality. This is in addition to its more traditional role of meeting its statutory requirements and as a provider of good quality services.
7. It is also an essential role when the rapidly changing nature of the public sector is considered, brought on by significant reductions in central government funding, increasing demand in services, a greater reliance on digital delivery and complex

issues for individuals, families and communities that cannot be tackled by individual parts of the public sector.

## **Vision**

8. There has previously been various versions of the Council's vision but with the greater focus on community leadership, Cabinet considered it timely to revisit the vision statement, which is a future-oriented declaration of the Council's purpose and aspirations and helps to communicate that purpose to staff, the public and its partners. It also informs the priorities and specific objectives.
9. Cabinet previously recommended the following vision: **Working together for the well-being of our community and to protect and enhance the unique character of the District.**
10. Implicit in this vision is the community leadership role. The vision emphasises collaborative working; this can refer to working better together across the Council, the Council working effectively with partner agencies and voluntary organisations and/or the Council working effectively with residents, businesses and communities.
11. The vision continues to also encapsulate the sense of place and the value placed on the built and rural environment of Uttlesford.

## **Priorities**

12. The Corporate Plan builds on the direction set in previous corporate plans but is intended to provide greater focus on the priorities. The addition of the narrative is intended to ensure that the public, members, staff and partners are clear what the issues and challenges are that drive the priorities, which therefore informs an assessment of what actions are most likely to deliver most progress on those priorities. The draft Corporate Plan is attached at Appendix A. Once approved the design and presentation will be finalised but will ensure it continues to represent a 'plan on a page'.
13. Underpinning the draft Corporate Plan is a draft delivery plan for 2017/18 attached at Appendix B, for information. This sets out the more significant actions/projects (outputs), expected outcomes and performance measures by which success will be measured. The delivery plan has been prepared alongside the budget for 2017/18 to ensure that resources follow priorities and will be formally adopted by Cabinet in March, once the final Corporate Plan and Budget have been approved.
14. It should be recognised that all of the Council's activities should be contributing to one or more of the priorities and it is not desirable or practicable to set out in a delivery plan all operational activities that contribute to the priorities. However, the performance indicators for the relevant service areas will be mapped to the priorities to enable Members, the public and staff to recognise the role and importance of these operational activities.

## Consideration by Scrutiny Committee

15. Scrutiny Committee considered the draft Corporate Plan 2017- 2021 and the Delivery Plan 17/18 at its meeting on Tuesday 7 February 2017. Whilst the formal minutes were not available at the time of publication of this report, there were no comments on the Corporate Plan contents.
16. The delivery plan, attached at Appendix B, has been updated to reflect some of the comments of the Scrutiny Committee but this will be formally considered by Cabinet in March.

## Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
The Council fails to deliver on its priorities	1	3	Greater clarity and explanatory narrative enables staff to understand the priorities more clearly; a delivery plan with outputs and outcomes has been produced alongside the budget to ensure that adequate resources are allocated; activities will feature in service and individual performance plans

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Appendix A: Corporate Plan 2017- 2021

Appendix B: Corporate Plan Delivery Plan 2017/18