

**Committee:** Full Council  
**Title:** Draft Corporate Plan 2020 - 2024  
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## 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 5 February, having been considered by Scrutiny Committee at its meetings in November 2019 and February 2020, and agreed for recommendation to Full Council.
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 1 April, once the Corporate Plan and Budget have been approved, to ensure that resources follow the priorities.

## Recommendations

4. That the draft Corporate Plan for 2020-24 be approved, containing the Council's vision and priorities.

## Financial Implications

5. There are none at this stage but actions that may arise from the adoption of the new corporate plan and delivery plan will need to be reflected in the budget and medium term financial strategy (MTFS).

## Background Papers

6. None.

## Impact

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Communication/Consultation	The plan is derived from consultation within the R4U party, R4U stakeholder events
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	and issues raised during canvassing for the local elections. There is an intention for the council to undertake fuller engagement when the council's long term financial position is better understood.
Community Safety	Community safety continues to be featured in the draft corporate plan.
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	The draft plan makes clear reference to issues of sustainability.
Ward-specific impacts	None
Workforce/Workplace	A strong vision that creates a sense of purpose is key to engaging staff effectively in their work.

### Situation

8. The Residents for Uttlesford Party took over the administration of the council in May 2019 following the local elections. The formulation of the draft plan has been guided by party-run stakeholder events and from listening to the issues raised by residents during campaigning for the local elections.
9. The final draft corporate plan is attached at Enclosure 1. It sets out the theme of each priority, why it is important and identifies at a strategic level what will be done under each theme.
10. Residents will have the opportunity to comment on the corporate priorities later in the year, when the council's long term financial position is better understood. It is possible that while the priorities may not change, the actions may need to be reshaped to align with the resources available.

### Vision

11. The draft corporate plan proposes a new vision for the council as: *Making Uttlesford the best place to live, work and play.*

### Priorities

12. This draft corporate plan builds on the current corporate plan in prioritising the community leadership role of the council and emphasises the focus on the residents' voice.

13. Four priorities are proposed:

- Putting residents first
- Active place-maker for our towns and villages
- Progressive custodian of our rural environment
- Championing our District

14. The 'We will:' commitments are intended to give a broad sense of the areas of focus under each theme heading.

15. The draft corporate plan does not propose any measurements of success at this time and it is not proposed to include them for 2020/21. It is clear that the basis of local government funding will change radically prior to 2021/22 as a consequence of the Fair Funding Review, review of business rates and the withdrawal of new homes bonus. Once the implications are known for the council, appropriate realistic and achievable measures can be defined to fit within the resources available.

16. However, as has been previous practice, an annual delivery plan will be developed by the Cabinet to ensure measurable outputs are delivered within allocated resources. This is due to be considered by Cabinet at its meeting in April.

## Risk Analysis

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Risk	Likelihood	Impact	Mitigating actions
The Council fails to deliver on its priorities	1 – The Delivery Plan will set out an achievable programme of work for 2020/21	3 – If staff are not sufficiently focused on the priorities, some projects bringing benefit to the community may not be delivered	Greater clarity and explanatory narrative enables staff to understand the priorities more clearly; the Delivery Plan alongside the budget will 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.