

<b>Committee:</b>	Cabinet	<b>Date:</b>	Thursday, 9 January 2020
<b>Title:</b>	Draft Corporate Plan 2020-24		
<b>Portfolio Holder:</b>	Leader of the Council, Lead for Planning and the Local Plan		
<b>Report Author:</b>	Dawn French, Chief Executive dfrench@uttlesford.gov.uk Tel: 01799 510400	<b>Key decision:</b>	No

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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 and forms part of a wider strategic planning framework which directs how and where Council resources are allocated.
2. Scrutiny Committee reviewed the first (skeleton) of the draft corporate plan on 5 November 2019.
3. The latest draft, updated with more detail and outcomes, is provided for members' consideration.

## Recommendations

4. Members are requested to note the progress on the draft corporate plan and to provide final comments on this draft in order that work on the delivery plan can continue to progress.

## 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 and issues raised during canvassing for the local elections. There is an intention for the
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	council to undertake fuller engagement in 2020, 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. Members of the Scrutiny Committee considered the first (skeleton) draft of the corporate plan at their meeting on 5 November 2019. No comments were made regarding the vision or themes. However, members were keen to see the measures of success and specific actions, rather than general commitments.
9. The document attached at Appendix A provides the next draft of the corporate plan, which now includes statements relating to the outcomes.
10. The proposed corporate plan continues to prioritise the council's community leadership role. This includes 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 the council's more traditional role of meeting its statutory requirements and as a provider of good quality services.
11. Once members' comments and feedback are received, further work can be undertaken on the draft delivery plan; its purpose is to set out the more significant actions/projects (outputs) required to progress towards achieving the outcomes in the corporate plan, that will be implemented in 2020-2021, together with the resource implications.
12. It should be recognised that all of the Council's activities should be contributing to one or more of the priorities but it is not desirable or practicable to set out in

the delivery plan all operational activities that contribute to the themes. 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.

13. The draft delivery plan is currently being prepared alongside the budget preparations, to ensure that resources follow priorities, although many actions will not have direct financial implications but a requirement to allocate officer time.
14. The intention is to submit a further worked up draft of the corporate plan to the Scrutiny Committee in February, for further comments, ahead of the final work on the corporate plan to be considered by Cabinet and final adoption by Council in February alongside the budget and medium term financial strategy (MTFS).
15. At that time it is intended that the final draft delivery plan is also made available to council to understand how the strategic ambitions translate in to actions.
16. Residents will have the opportunity to comment on the corporate priorities next summer, 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.

## 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.