

**Committee:** Cabinet  
**Title:** Corporate Plan  
**Portfolio Holder:** Councillor Petrina Lees,  
Leader of the Council  
**Report Author:** Richard Auty, Director of Corporate Services  
rauty@uttlesford.gov.uk  
**Date:** Thursday, 2  
November 2023  
**Key decision:** No

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## Summary

1. This report presents the Corporate Plan 2023-27, which sets out the council's key priorities.

## Recommendations

2. Cabinet approves the Corporate Plan.

## Financial Implications

3. There are none arising directly from the Corporate Plan, but the council's budget will reflect allocations for members' priorities.

## Background Papers

4. None

## Impact

- 5.

Communication/Consultation	Corporate priorities are shaped in part by consultation activity
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None

Ward-specific impacts	None
Workforce/Workplace	The Corporate Plan sets out the priority areas of work for the council's staff

## Situation

6. The Corporate Plan sets out the vision for the next four years and the priority areas of work to deliver that vision. As is customary, the Corporate Plan undergoes a comprehensive rewrite following the election to ensure it reflects the priorities of the new administration.
7. The new Corporate Plan 2023-27 adopts a template that is not dissimilar to that used by many other local authorities. It provides continuation from the previous Plan by identifying four key priority areas, although these do not necessarily have the same names as in the previous Plan. The Plan is consciously more streamlined than the previous Plan, focusing tightly on key priorities and setting out measurable delivery targets. As a result of this, it is not proposed to develop a separate delivery plan. Progress on meeting the Corporate Plan priorities will however still be reported.
8. Members will note that various targets are deadline dates for the production of particular pieces of work; this is an inevitable consequence of this being the first year of a new four-year plan – the “setting up” phase.
9. The four priority areas are:
  - Protecting & Enhancing Our Environment
  - Building Strong Communities
  - Encouraging Economic Growth
  - Putting Residents First
10. The priorities reflected in the Corporate Plan demonstrate a considerable degree of continuity with the Corporate Plan for the previous four years, though the new plan reflects up to date circumstances, national context, and progress made by the authority over the previous four years.
11. As well as these refreshed priorities, there is one new priority – the explicit focus on the rural character of our district. It has been a central focus of Uttlesford District Council ever since its creation in 1974 to serve the specific challenges and nature of our beautiful rural district of 247 square miles, with two historic market towns, and our many villages and smaller countryside settlements.
12. What is new about this new Corporate Plan priority is the emphasis on holistically drawing together a focus on all of these rural-specific initiatives and working patterns, both across council services and more broadly across partner agencies. This way, it will pull together into one place an holistic

overview of rural issues, identify any possible gaps (or overlaps), and stimulate a more over-arching discussion about future priorities.

13. The Corporate Plan is reviewed annually but the expectation is that after adoption of this new Plan, subsequent revisions will be lighter touch and focus mainly on the third and fourth columns which detail mostly in-year activity to meet the priorities.
14. There are several key council plans and documents referenced in the Corporate Plan which set out in greater detail how certain workstreams will be delivered. These include the Local Plan, the Economic Development Recovery Plan, the Climate Crisis Action Plan and the Blueprint Uttlesford transformation programme. Content of these documents is not replicated in the Plan.
15. The Corporate Plan was reviewed by Scrutiny Committee at its meeting on 11 October 2023. The Chair of the Committee will attend Cabinet to relay the views of Scrutiny.
16. Following Cabinet consideration, an updated version of this Corporate Plan will be presented alongside the Budget papers at the Full Council meeting in February 2024.

## Risk Analysis

17.

Risk	Likelihood	Impact	Mitigating actions
The council fails to deliver on its priorities	1	3	The Corporate Plan clearly sets out deliverable priorities

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.