

**Committee:** Council

**Date:**

**Title:** Corporate Plan 2023-27

Monday, 26  
February 2024

**Portfolio Holder:** Cllr Petrina Lees,  
Leader of the Council

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## Summary

1. This report presents the Corporate Plan 2023-27, which sets out the council's key priorities. This is the version of the plan for the 2024/25 year.
2. The Corporate Plan was considered at the Scrutiny Committee on 13 February 2024 and was due to be discussed at Cabinet on 20 February 2024. Scrutiny did not request changes to the document.

## Recommendations

3. Council approves the Corporate Plan.

## Financial Implications

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

## Background Papers

5. None

## Impact

- 6.

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

7. 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 underwent a comprehensive rewrite last year following the election to ensure it reflected the priorities of the new administration. Each following year of the plan it undergoes a refresh to include one-year measurable objectives that contribute towards the overall aspirations of the plan.
8. The 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.
9. The four priority areas are:
  - Protecting & Enhancing Our Environment
  - Encouraging Economic Growth
  - Building Strong Communities
  - Putting Residents First
10. The priorities reflected in the Corporate Plan demonstrate a considerable degree of continuity with the previous Corporate Plan, though the current plan reflects up to date circumstances, national context, and progress made by the authority over the life of the previous plan.
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 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. In addition, the plan acknowledges the rapidly evolving world of technology, including the potential benefit artificial intelligence could bring for customer service delivery across the organisation. This inevitably will develop through further iterations of the Plan in coming years.
14. The Corporate Plan is reviewed annually but the expectation is that revisions will be light touch and focus mainly on the third and fourth columns which detail the in-year activity to meet the priorities.
15. Progress against the priorities in this four-year plan will be reported annually. Many of the priorities will be met through the successful completion of actions in other plans and strategies which are subject to their own governance and reporting arrangements at officer and member level, including:
- The Local Plan
  - The Economic Development Recovery Plan
  - The Climate Crisis Strategy and Action Plan
  - The Blueprint Uttlesford transformation programme

## Risk Analysis

11.

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.