

**Committee:** Scrutiny

**Date:**

**Title:** Corporate Plan 2023-27

Tuesday, 4  
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**Portfolio Holder:** Cllr Petrina Lees, Leader

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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 2025/26 year.

## Recommendations

2. Scrutiny Committee notes the report and provides comment to Cabinet.

## Financial Implications

3. There are none directly arising from the Corporate Plan but the council's budget will reflect allocations for the 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 underwent a comprehensive rewrite 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.
7. This is the plan for the third of that four year cycle, starting in April 2025.
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. 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.
12. Progress against the priorities in this four-year plan is reported periodically to the Scrutiny Committee during the year. 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, such as the Local Plan and the Climate Crisis Strategy.

13. It is important that members note the Corporate Plan for 2025/26 was created before discussions around local government reorganisation began. At the time of writing this report, the future direction of local government in Essex is not known. Therefore the Plan is written without reference to reorganisation. If and as reorganisation plans develop, there will need to be a comprehensive review of the projects and plans presented in the Corporate Plan as the organisation adjusts to the considerable demands reorganisation will place on it.
14. As this work is undertaken, in order to ensure the council's ambitions are matched to its available resource while it works through the implications of reorganisation, the Corporate Plan will be revised mid-year.

## Risk Analysis

11.

Risk	Likelihood	Impact	Mitigating actions
The council fails to deliver on its priorities	2	3	The Corporate Plan clearly sets out deliverable priorities. However, the unknown impact of local government reorganisation may lead to a mid-year review of the Plan.

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.