POLICY AND PERFORMANCE SCRUTINY PANEL

Thursday, 14 March 2019

CABINET

Thursday, 4 April 2019

DRAFT CORPORATE ACTION PLAN 2019/2020

Report of the Strategic Planning Manager

Recommendations

It is recommended that Policy and Performance Scrutiny Panel

(1) Comments on the attached draft Corporate Action Plan for 2019/20 at Appendix 1.

(2) Considers performance of this Plan during 2019/20.

It is recommended that Cabinet

(3) Approves the attached draft Corporate Action Plan for 2019/20 at Appendix 1.

(4) Adopts the actions into the respective individual Portfolio Plans for 2019/20.


Summary

The report sets out the principles and a draft version of the proposed Corporate Action Plan (CAP) setting out the main activities of the Council in 2019-20.

Statutory Powers

Section 1 of the Localism Act 2011 i.e. the Local Authority's general power of competence, including power to act for the benefit of its area or persons resident or present in its area.

Strategic Implications

1. This report relates to all Corporate Plan objectives and proposes the adoption of a key document to help Councillors and staff prioritise activity and resources. Actions included in the CAP have been identified as key activities that will have impact and assist in meeting strategic objectives.
Introduction

2. The Council has adopted a new way of working which includes (from the Corporate Plan 2015-2025):

(a) Updating a vision and a plan for the future of our borough
(b) Ensuring our services are well planned and efficient
(c) Meeting the needs of our residents, businesses and other key stakeholders.
(d) Operating in a business-like, commercially focussed way

The current set of strategic documents (Corporate Plan, themed strategies, Portfolio Plans 18/19) do not set out specific measurable actions that the Council will take to achieve objectives.

Corporate Action Plan (CAP)

3. The Corporate Action Plan is a statement of intention to carry out actions against a set of priorities, for residents, Councillors, staff and stakeholders, to visibly and meaningfully demonstrate its commitment to meeting Corporate Plan objectives. The Community Investment Programme has been a longstanding way of planning capital schemes and can be read alongside this document.

4. The Corporate Action Plan:

(a) Provides a summary (in its introductory text) of the state of the borough, the Council’s past achievements and future challenges, to give context to the specific actions listed in the table of actions.

(b) Details a clear set of actions (services, projects, partnerships) that are chosen to have impact on corporate objectives, for the year ahead. (In some cases actions will fall across more than one year.)

(c) Lists actions by Portfolio and each Portfolio section then becomes the action plan part of the eight Portfolio Plans. Local Area actions are also included in this CAP as an important feature of the way the Council delivers benefits for residents; actions of corporate significance may appear as Local Area actions e.g. actions relating to Eastleigh Town Centre.

(d) Lists actions that have been identified from discussions between: Strategic Planning Team, Lead Specialists, Portfolio holders, Programme managers, Finance.

(e) Gives the primary focus for quarterly strategic reviews including Portfolio holders. Strengthens the Portfolio role and encourages Cabinet members to act as strategic champions. Encourages cross-Cabinet debate on the overall suite of actions and distribution of resource across the Council.
(f) Provides a rationale and/or (KPI) measure so that the successful implementation (performance) of the action can be measured, by managers, Portfolio holders and Scrutiny members. Some actions do not lend themselves easily to quantifiable measurement.

(g) Helps provide staff with a greater sense of cohesion, perspective and direction for the future year. Enables the Council to reflect at the end of the year on performance and levels of achievement. Provides material for both internal and external communication and helps in the planning of communications.

(h) The CAP in future years would again emerge out of discussions between Members, Management Team, Strategy leads, Finance and senior officers, including the use of business cases and accurate costing of actions. The agreed set of actions would inform the size and shape of the Medium Term Financial Plan (MTFP). Actions in the CAP would then form key lines in operational Business Plans.

(i) Enables equalities impacts to be better considered both as the CAP is being drafted and each action is implemented. Enables the Council to more visibly demonstrate its performance against equalities objectives.

5. The attached draft at Appendix 1 shows the draft CAP. The use of a published programme of deliverables is commonplace across Local Authorities with styles, lengths and content varying.

6. In future years the CAP could be approved alongside the Medium Term Financial Plan (MTFP) in the autumn, or alongside the budget in January/February.

**Actions for 2019/20**

7. The actions identified in the 19/20 Corporate Action Plan reflect a degree of continuity with the Council’s previous activity. This approach reflects the Council’s strategic need to consolidate following a period of significant internal change and restructuring.

8. The CAP does include a small number of new and relatively minor initiatives which are strategically aligned and extend the Council’s reach and fulfil the ambition to achieve Corporate Plan outcomes.

9. As the Corporate Action Planning and Strategic Planning process become more routine in future years, the CAP may include more significant service development projects. This will be supported by the programme of internal capacity-building through the IT programme and the introduction of performance management systems and processes including individual performance.

**Financial Implications**

10. None. The draft CAP for 2019/20 does not make spending commitments above budget levels agreed in the MTFP (October 2018). In future the CAP will inform the size and shape of the MTFP.
**Risk Assessment**

11. The Council risks operating in a reactive way if it does not clearly prioritise and plan.

12. All the actions in the CAP are subject to Risks Management policy and practice, via Business Plans and project management.

**Equality and Diversity Implications**

13. The Equality Act is relevant to the decision in this report as the decision relates to eliminating discrimination, advancing equality of opportunity, or fostering good relations between different people. An Equality Impact Assessment is attached at Appendix 2.

**Conclusion**

14. The Corporate Action Plan is proposed as a useful planning, resource allocation, communication and performance management tool that would benefit the Council and residents.

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Appendices Attached: Appendix 1- Draft Corporate Action Plan 2019/20  
Appendix 2 – Equalities Impact Assessment

**LOCAL GOVERNMENT ACT 1972 - SECTION 100D**

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information.

Corporate Plan 2015-2025  
Four themed strategies  
Portfolio Plans 2018/19  
Local Area Plans 2019/20