**CPC Action Plan**

Plan Owner- Robin Porter.

Overall Plan Monitoring – Quarterly at CLMT and then Exec (for Published Recommendations)

|  | **Publish** | **Action** | **Action narrative** | **Executive Owner** | **Action Owner** | **Governance** | **Action update** | **Delivery Risk rating** |
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| CPC 1 | Yes | Reset of the Executive decision-making function – to include regular informal meetings of the Executive informed by a forward plan and regular meetings between CLT and Executive, to facilitate a more coordinated response to strategic challenges.  | LGA CPC findingsImproving Executive oversight  | Hazel | Robin | CLT/Executive | - Refresh of the composition of the Executive- Realignment of the Executive Portfolios to recognise the findings of the CPC-Executive Members to meet after each Executive meeting- Quarterly Exec/CLT away days to review progress against our strategic challenges.- move to a model where reports at Policy Group are co-owned and presented by the Portfolio Holder and lead Officer | Complete |
| CPC 2 | Yes | To enhance the current member development programme so the Executive team can effectively fulfil their responsibilities and lead on culture change.  | LGA CPC findingsImproving Executive oversight | Hazel | Adam D | Leader of the Council | - Mentors identified for new Portfolio Holders. - Exec Team Building Day planned (Was planned for 02.10.24 but having to be rescheduled to illness) hosted by Waltham Forest and their Leader- Wigan visit re organisational culture undertaken on 16.07.24. Follow up sessions with Leader and Finance portfolio also completed. - CLT/Exec away day held on 25.05.25 & 29.08.24. Other opportunities being explored with the Leader and as part of the Member Development Charter Plus re-accreditation.- OCA being completed (Oct 24-Jan 25) to move Business and Member Support into Democratic Services in order to improve resource wrap and effectiveness of the Member Development Programme.  | G |
| CPC 3 | yes | To establish a comprehensive data driven roadmap and delivery plan under the five pillars of Luton 2040. To be underpinned an outcomes framework that charts progress over 1, 3 and 5 years. | LGA CPC findingsImproving traction and momentum of our 2040 work | Hazel | Adam D and Jane | 2040 Steering Group | -work with priority leads and BI to draft potential measures and milestones completed.- explore with pledge holders and anchors their 1,3 and 5 year contributions to milestones. - Construct 2040 road map to include milestones that reflect the whole system - Redevelop the corporate plan as the council’s ‘pledge’ to Luton 2040, with attached delivery plan outlining council specific 1,3 and 5 year milestones.-Re-setting of Corporate Performance measures nearly complete | G |
| CPC 4 | Yes | To ensure that all system partners deliver on their high-level commitments that greater structure is provided from the council to partners that translate their pledges into demonstrable actions over the next 1, 3 and 5 years.  | LGA CPC findingsImproving traction and momentum of our 2040 work | Hazel  | Adam D and Jane | 2040 Steering Group | *Grey=underway* - run workshop with council colleagues on how to support pledge partners to develop milestones -Mobilise council colleagues to discuss pledge milestones with key pledge partners.- complete conversations with pledge holders and feedback milestones to 2040 team. - Conversations with new potential pledge partners at fairness task force scheduled | A |
| CPC 5 | Yes | The development of a corporately led new and ambitious strategic approach to the delivery of affordable housing. This should be underpinned by a robust delivery plan, utlising innovative solutions, within a year. This must become a corporate and partnership priority, informed by best practice.  | LGA CPC findingsImproving focus upon one of our biggest strategic issues | Tom | Gerard, Roger and Colin | Population Wellbeing Board | - Executive Portfolio Holder changes to bring more oversight- Staffing structure changes to bring property, development and asset functions together now operating pending formal approval.- Housing delivery partnership progressing via working group, legal and financial implications understood and market testing completed. - Good practice from other areas being reviewed eg via Housing Forum training and liaison with councils (Dacorum)- Review of land holdings and grey belt undertaken  |  |
| CPC 8 | Yes | To prioritise strategic activity in order to address capacity issues across the council. Continue to progress the implementation of the people strategy at pace, with incisive focus on this, as well as capability, culture and EDI.  | LGA CPC findingsDriving culture change to ensure that we create capacity to deliver changeA more incisive plan needed | Rob R | Mark and Kate | People Strategy Board | The People strategy board has a set of workstreams established to lead on key elements of the People Strategy. The annual review of the People Strategy to be completed in June 2024 will update the action plan with progress and priority actions for the coming year which will then be tracked through the Board. | Complete |
| CPC 9 | Yes | To prepare the ground for the successful execution of the town centre master plan, refocus the multi-agency town centre operational task force to actively address and alleviate the overt challenges evident in the town centre. | LGA CPC findingsImproving the look and feel of the Town Centre in the short term | James and Maria | Gerard, Roger, Vicky & Nicola | Inclusive Economy Board | * Appointment of Head of Economic Growth and Regeneration
* Development of the Town Centre Delivery Plan
* Visitor and nighttime economy planned
* Review of governance to strengthen alignment and task focused, holistic approach
* Taskforce now up and running, with key partners who have responsibility for the town centre. Key projects, initiatives and activities been mapped out along with key measures. The first report of the Taskforce progress will be presented to the CSP at the end of October.
* Work is underway on the Town Centre Delivery plan, it is split into six themes and focused on the medium to longer term delivery of the TCMP.
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| CPC 10 | Yes | As part of the emergent work to develop an economic development strategy the council should use research, analysis and engagement, (at a local regional and sub-regional level), to establish a clear understanding of economic growth opportunities for the borough’s diverse population. To then secure alignment with employment pathways. | LGA CPC findingsOptimising our economic growth and ensuring that our residents gain maximum benefit from the growth | James  | Gerard and Sinead | Inclusive Economy Board | * Terms of Reference for new Economic Growth Strategy agreed with IE Board – evidence led – grand challenges and opportunities
* Procurement of specialist support to develop the Economic Growth Strategy underway. Work programme: Research, analysis, engagement, market intelligence – July to October. First draft strategy December. Begin formal member process January 2025.
* Refresh of Skills Plan in line with development of EGS
* Refocus the role and potential of anchor institutions to support economic growth through a new framework
* Strengthen the alignment between Luton Rising and Economic Development
* Second progress update
* Extensive stakeholder engagement, including interviews, surveys and data gathering has taken place from August – October. First evidence base report received and comments have gone back to WSP.
* Draft Strategy, including vision, missions and interventions now underway. Next round of consultation to begin end of October to December.
* Young people engagement and the community will form a big part of the next phase of engagement.
* Anchors Framework and workstream well underway.
* Visitor Economy plan and night-time economy plan (tying into town centre) now underway.
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| CPC 6 | Yes | To develop a culture that enables corporate ownership of financial management – to include investing to achieve an effective business partnering model to improve financial management and the sharing of responsibility across the council. | Supported by CPC Financial review recommendationsImproving how the organisation works; raising levels of ownership; accountability and responsibility across services for managing their budgets  | Rob R | Robin and Dev | Transformation Programme Board | A scope of work has been prepared for a comprehensive independent external review of financial management which will cover items FIN 15 to FIN 27 (excl. FIN 25). The project sponsor is Robin Porter and the project lead Mark Turner. There is a programme board consisting of Robin, Mark F and Dev which will report into the Transformation Board. The action owners will be updated accordingly once the project board decides on who should take forward the implementation of its recommendations.This review is now underway.The Council’s constitution and Financial Regulations make it clear that budget holders are responsible for their budget. The Scheme of Devolved Financial Management (a) The Scheme of Devolved Financial Management is intended to enable the Executive, Chief Officers and their staff to manage budgets with a degree of flexibility within the overall policy framework determined by Full Council and therefore to optimise the use of resources. We currently do not have the right balance of Cost centre Management oversight and finance team activity with regards to budget management. We need a more rigorous application of financial regulation to ensure compliance, ownership and accountability. This will require a reestablishment of a collective understanding of the rules of engagement.There currently is a there is a general lack of understanding of who does what, where do decisions sit. This isn’t just about “finance training” it’s about how we do and want to operate.We will develop a budget management and Training and development programme for the different levels of management to raise our overall competence.We will bring in external resource to build and provide the training and development programme. | A |
| CPC 7 | Yes | To rapidly increase the capacity to deliver the transformation and deficit recovery programmes, to help assure financial sustainability over the medium term.  | Supported by CPC Transformation review recommendationsDriving transformation to ensure that we have a sustainable budget | Rob R | Mark and Kate | Transformation Programme Board | New Head of Transformation, Corporate PMO Manager and PMO analyst all appointed. 2 additional secondments agreed and one recruited to with the other due to be recruited in October 24. Resource plans and costs have been agreed for each of the projects with a shared resource planner across internal and external resources. . Templates and advice on PM is being uploaded to the intranet and once the in house PMO is established, training will be delivered and a community of practice established for all those involved in project delivery | G |