

Improvement Plan (BVN 2023) - Close down of activity

Phase 2 Improvement Plan review

Colour code in table below

Completed and any future review to be located in Directorate plans

Completed - no further action

Move to Improvement plan phase 3

Moving to Directorate Plans

Phase 3 Improvement Plan themes to address the concerns set out in the Best Value Notice January 2024:

1. Strategic ambitions and priorities

2. Cultural change for members and officers

3. Continuous Improvement

Partnership working will go across all three improvement themes

Theme	Phase 2 Tasks/Actions	Activity Undertaken / Evidence - COMPLETED	Activity Outstanding	New Phase
Governance & Decision Making Improve theme (Phase 2)	Revise/embed Constitution & Governance improvements.	Combined Authority Board Terms of Reference/ Key Functions agreed at CA Board 22nd March 2023 Constitution agreed at CA Board 23rd March 2023 Officer / Member protocols agreed at CA Board 26th July 2023 Member induction and training programme Role of Business Board agreed at CA Board 23rd March 2023 The outcome of the agreed changes is seen as good practice by the LGA/ Grant Thornton review into CA governance, Centre for Governance & Scrutiny and the Combined Authority Governance Network (CAGN)M10 Assurance Group. The CAs new approach to scrutiny has also been recognised by Centre for Governance and Scrutiny and a case study has been written and shared Internal audit review undertaken identifying 'Reasonable Assurance' attached	Review of structures and constitution Formal document Review - moves to Continuous Improvement	Continuous Improvement Improvement theme (Phase 3)
	Recruitment	•A new Constitution for the Combined Authority •Revised Officer / Member protocols •Training in place for members of Overview and Scrutiny Committee, Audit and Governance, CA Board •Officer support for the O&S completed •Support guides for new governance structure developed •Process in place for monitoring the new structural arrangements •Reviewed the role of the Business Board and progressed changes •Established the Economic Development Advisory Panel	Review of structures and constitution Formal document Review (DBP Resources & Performance)	Directorate Business Plan 2024/25
	Independent Councillor committee representation	Recruited independent member to Overview & Scrutiny Committee regarding independent reps		No further action
Project, Plans and Delivery Improve theme (Phase 2)	Clarity on process to be followed to maximise income	Agreed overarching corporate strategy supported by MTFP and resourcing plan (currently being refreshed)	Refreshed and monitored	Directorate Business Plan 2024/25
	Investment and resources in place to support and maximise future Devo deals for the CA area.	Review of local and national funding reports and what these potentially mean for CPCA. Review of local and national priorities along with peer review and comparison Creation of a long list of funding options and feasibility for CPCA An analysis of the CPCA costs against funding	Keep under review	No further action (at this point)
	Performance Management (Framework)	A Performance Management Framework agreed that provides a holistic view of how well the Combined Authority is delivering against its strategic objectives Identified and secured funding to support the development of the next devolution deal Procurement of external expert support Operating model to be agreed	Recruitment of permanent staff Need to implement and embed framework Review framework	Continuous Improvement Improvement theme (Phase 3)
	Risk Management (Framework)	A Risk Management Framework developed in conjunction with RSM to ensure best practice	Need to implement and embed Framework Review framework	Continuous Improvement Improvement theme (Phase 3)

	Quality standards raised across CPCA and constituent authorities	Performance Management Framework developed and agreed at CA Board	Quality checks will be undertaken as part of the monthly performance meetings. A comprehensive training package developed and resourced from (DLUHC budgets provided for purpose) Refresher training to be scheduled biannually,	Continuous Improvement Improvement theme (Phase 3)
	Project management best practice culture, training, and standards in support of SAF	<ul style="list-style-type: none"> •Refreshed Procurement guide and protocols agreed by CA Board on 26th July 2023 •Single Assurance Framework and implementation plan agreed by CA Board in November 2023 •Risk management Framework agreed by CA Board on 20th September 2023 •Performance Management Framework agreed by CA Board on September 2023 •Internal audit review undertaken identifying 'Reasonable Assurance' attached <p>The SAF has now been reported back to the M10 Assurance Group as the only current EDAF approved Assurance Framework at an MCA, with M10 colleagues now able to engage with CPCA to assist them in enhancing their own Assurance Frameworks.</p>	Create a PMO (Programme Management Office) A full business case setting out the new expanded scope and role of the PMO is being developed N.B. IIB interest in this task.	Continuous Improvement Improvement theme (Phase 3)
	Provide CPCA and partners a comprehensive overview of performance.	<ul style="list-style-type: none"> •Agreed overarching corporate strategy supported by MTFP and resourcing plan (currently being refreshed) •Refreshed Procurement guide and protocols agreed •A Single Assurance Framework signed off by three government departments •A Risk Management Framework developed in conjunction with RSM to ensure best practice •A Performance Management Framework agreed that provides a holistic view of how well the Combined Authority is delivering against its strategic objectives •Terms of Reference being completed for Investment Committee and Panel 	Implement and embed frameworks	Directorate Business Plan 2024/25
Procurement Improve theme (Phase 2)	Review procurement strategy, policy, operations, and compliance	<ul style="list-style-type: none"> •Refreshed Procurement guide and protocols agreed by CA Board •Operating Model for Procurement function has been agreed and implemented •Standardised templates for contracts, service level agreements and grant agreements •Standard terms of engagement across all contract models developed •Training being rolled out 	<ul style="list-style-type: none"> Review HR contracts with delegated authority Implement contractual changes Improve Procurement scrutiny & involvement of Procurement in BC development Implement routine for Procurement in BC involvement Refresh the Contracts & Grants Register Recruit Contract Manager Migrate Grants Register to portal 	Directorate Business Plan 2024/25
			Continuous activity / review (and linked to observations of Internal Auditor) Develop KPIs	Continuous Improvement Improvement theme (Phase 3)
Partnerships Improve theme (Phase 2)	Scoping exercise (for CPCA & Constituent Authorities)	Working group of constituent authorities pulled together to identify current partnerships & next steps		No further action (at this point)
	Develop an action plan to maximise the culture of cross authority collaboration and partnership working to include:	Partnership case studies presented to the Independent Improvement Board in November 2023 attached below	Still a concern for the IIB who do not believe this is 'how we work around here' focus now on the CPCA Values "CIVIL" as structure for Phase 3 Culture Workstream	Culture Change Improvement them (Phase 3)
	For wider partnership working: Mapping exercise required to understand the sub-region:	<ul style="list-style-type: none"> •Strong and effective partnership working in place - and recognised •Focus on the future vision, State of the Region and deepening Devolution •Stronger and more collegiate partnership working across the constituent councils and M10 group of MCAs •Strengthened strategic and delivery partnerships at sub-national levels across the 	Still a concern for the IIB who do not believe this is 'how we work around here' focus now on the CPCA Values "CIVIL" as structure for Phase 3 Culture Workstream	Culture Change Improve theme (Phase 3)
	Review of key strategies and their delivery arrangements:	Review of key strategies and policies undertaken as part of the State of the Region review. Work overseen by Working Group made of officers from constituent Councils and wider partners.	Final report to be signed off/ made available as part of publication of State of the Region Review.	Directorate Business Plan 2024/25
Confidence, culture and capacity Improve theme (Phase 2)	Ambition and priorities		A pipeline of key priorities and programmes and associated key asks and offers and stretch on outcomes as part of delivery Review key dependency with SAF to ensure focus and capacity is in place to deliver on identified vision and strategies coming out of activity above	Strategic Ambitions & Priorities Improvement theme (Phase 3)
	Development of future programme	Full training programme in place for CA Board and Committees	Still seen as work to do. Activity underway re longer term vision and ambitions for the region	Culture Change Improvement theme (Phase 3)

Values and Behaviours	<p>Values agreed by CA Board in January 2023</p> <p>Suite of HR policies agreed by Employment & Skills Committee on the following dates:</p> <ul style="list-style-type: none"> •23rd March 2023 And the new HR Committee on the following dates: •26th July 2023 	<p>Values and Behaviours not completely embedded or embraced by CA Board Members. This still needs to be an area of focus and suggest involvement of IIB and LGA (including involvement of Edwina and Democratic Services)</p>	Culture Change Improvement theme (Phase 3)
Leadership	<ul style="list-style-type: none"> •Values (CIVIL) and behaviours for officers and Members agreed and used in all HR policies. Values (CIVIL) embedded in recruitment, objective setting and appraisals •HR policies agreed through Employment Committee •Downward trend in turnover •Improved stability of workforce •External review of communications, engagement and public affairs with input from stakeholders completed, recommendations beginning to be implemented •Continued engagement with staff through staff conferences, surveys and weekly Teams meeting •Development of ongoing programme of continual improvement for CPCA to be seen as a Best Value organisation •Q1&2 Corporate Performance Report presented to CA Board 	<p>Officer & Member behaviours</p> <p>Values based recruitment policy and approach to be signed off by CMT</p> <p>Values to be a key element of 1-1 discussion, appraisals and mid-year review to evidence how values are owned. Initial identification of training needs from 23/24 appraisals and mid-year reviews</p> <p>Coaching and mentoring scheme to be developed</p>	Directorate Business Plan 2024/25
Recruitment, Retention, Reward & Resources	<ul style="list-style-type: none"> •All senior leadership team roles are currently filled by either a permanent appointment or temporary highly skilled and experienced individuals providing capacity, stability and leadership to the agendas to be delivered. •Directorate plans, appraisals and one to ones now in place and working effectively •Staff conferences and survey undertaken on a regular basis 	<p>Permanent Monitoring Officer and Exec Director Resources still to be appointed.</p> <p>Divisional structures below Exec Director to be confirmed and implemented</p> <p>HR working with Exec Directors to ensure the resourcing strategy reflects an agile organization with the skills and experience required to deliver the ambitions of CPCA – and to inform a future operating model to be developed by March 2024</p>	Directorate Business Plan Business Plan 2024/25