

Outcomes to be delivered at the end of three months

Identified outcome expected at the end of month 3 (set out in October 2022 Board report)	Progress as at February 2023
Shift to a transitional arrangement of Board cycles, adjusted focus, more strategic content	<ul style="list-style-type: none"> The governance arrangements proposal including a revised scheme of delegation has been discussed at the pre-board strategy meeting twice, the senior management team and Audit & Governance and recommendations are scheduled to go to CA Board in March.
A draft 'overarching strategy' document	<ul style="list-style-type: none"> The Corporate Plan was approved at the CA Board meeting on 25 January 2023 and the MTFP was also approved which aligns resources to that plan Agreed values for staff and CA Board members have been shared within the organisation. The acronym 'CIVIL' has been developed to aid traction of the values expected of all. Agreed values have been used in the recruitment of the two vacant Executive Director roles and in the Chief Executive recruitment currently underway.
A draft Medium Term Financial Strategy which reflects the overarching strategy	<p>CA Board in January 2023 approved:</p> <ul style="list-style-type: none"> Revenue budget approved for 2023/24 and the Medium-Term financial Plan 2023/24 to 2026/27 Capital Programme 2023/24 to 2026/27 Transport Levy for the 2023-24 financial year
A worked-up transport strategy and bus strategy	<ul style="list-style-type: none"> The draft bus strategy went out to consultation on 11 January 2023, and this runs until 24 February 2023 when it will be amended appropriately considering relevant feedback. The Bus Strategy is due to be presented to the Transport and Infrastructure Committee and Combined Authority Board in March – with the aim for this document to be approved and adopted as a key strategy for the Authority. In addition, the

	<p>Combined Authority has now received feedback on the previous Bus Service Improvement Plan and a revised document will be submitted to government following the Combined Authority Board meeting in June.</p> <ul style="list-style-type: none"> • The draft Local Transport and Connectivity Plan will be presented to the March Transport and Infrastructure Committee. We still await government's revised guidance on the Plan's preparation. This was previously due in autumn 2022 but at the time of writing this report has yet to be received.
Proposals for the next phase of development of the Business Board	<ul style="list-style-type: none"> • The options paper, drafted by an independent consultant Metro Dynamics, following the Workshop with CA Board and Business Board has been received and will be considered at the Business Board at its next meeting with a view to this and a recommended option being presented to the Board in March
Resolution to the current investigations	Ongoing
A senior staffing structure and plan for recruitment	<ul style="list-style-type: none"> • The leadership structure at tier 2 was agreed by Board in October. • Vacant Executive Director roles have been recruited to and individuals commenced at the end of February. • The Chief Executive role has been advertised and Interviews are to be held in March • The staff structures for the Chief Executives policy and executive office are in place and recruitment substantially completed.
A period of stability in the workforce	Permanent employees in established posts have increased from 90 in September 2022 to 98 in February 2023
Improved collaborative processes between CPCA and constituent authority officers	<p>The Improvement Plan has provided opportunities for collaboration and partnership working. Examples would be:</p> <ul style="list-style-type: none"> • Workstream D (Finance, Income and Bids) :The bid function strategic review has involved a series of cross authority workshops and identified many common themes across the constituent councils including a degree of agreement about what the scope and reach of a bid function should be to add

	<p>value to the work of partner councils and also crucially help to promote the one voice to government from the CPCA area.</p> <ul style="list-style-type: none">• Workstream E (Frameworks - Performance/ Assurance/ Risk): through the active involvement of the lead CEX officers from across the constituent authorities are being identified to work with the CA on developing an inclusive set of assurance and performance management frameworks <p>In addition all Chief Executives of constituent councils play an active and collaborative role across all strands of improvement activity</p>
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