Programme Level Highlight Report

for the Period:

1 February 2023 to 28 February 2023

Programme Governance

Programme RAG Status	
This Period:	G/A
Last Period:	G/A

Chief Executive Overview

As we approach the end of the three-month period identified the report to Board in October 2022 it is gratifying to see that we are nearing completion in several key areas of the Improvement Plan (IP)

As stated in earlier reports the overarching focus of our improvement journey can be broadly characterised as a greater clarity of what we do, namely a set of strategic aims and ambitions that frame our delivery journey, and then a focus upon the changes, both structural and behavioural that will be required to achieve these ambitions.

Thinking about the journey towards clarification of what we do, there has been considerable progress in the development of an overarching strategy for the region. The Corporate Plan was adopted by Board in January and other related strategies that the IP (Improvement Plan) noted were gaps in our strategic framework, such as the Bus Strategy and LTCP are progressing, so we can demonstrate the emergence of a collectively agreed and owned set of strategies for the CA region.

Thinking then about how we implement these strategies to progress our ambitions. We are nearing completion of the changes to our committee structures for both member and informal officer groups that will underpin new ways of working and focus both members and officers on what matters. This is timetabled for the March Board when we will also consider the future role and configuration of the Business Board. Woven through all of these will be our values agreed at the January Board which are now being enshrined in our directorate business plans and in the individual personal development plans that all staff will have.

Alongside this we have an agreed senior management structure with recruitment to the Chief Executive post underway whilst we have secured two new Executive Directors who started with us this week.

Central to the successful delivery of our strategic ambitions will be a focus upon improved delivery and the Improvement Plan has this as a central theme. We are working closely with partners to describe and then devise a set of performance management frameworks that will help us to better understand and therefore drive improvements in our delivery. This work sequentially follows the development of our strategic aims and will be in place by the summer.

All the above demonstrates that we are well on the way on the journey to become the effective and efficient organisation that we strive to be. The next stage of our Improvement journey is now to translate into business as usual those changes agreed with the Board and then concentrate upon implementation, alongside the completion of those elements still outstanding in a reframed Improvement Plan.

Individual Workstream Status		
Workstream	**This Period**	**Last Period**
A	G	G
B	G	A
C	G/A	A
D	G	G
E	A	A
F	A	G

Overview & Scrutiny

Overview & Scrutiny feedback will be inserted here once it has considered the Highlight Report

Independent Improvement Board (IIB)

IIB feedback will be inserted here once it has considered the Highlight Report

IIB is due to consider the Highlight Report on [DATE]

Combined Authority (CA) Board

CA Board feedback will be inserted here once it has considered the Highlight Report

Audit & Governance Committee

Audit & Governance Committee feedback will be inserted here it has considered the Highlight Report

Workstream Highlight Reports

Workstream A

Project Description:

To establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term, to chart the next steps on that journey.

Project Outcomes:

A1 - A clear strategic plan for the Combined Authority (CA) is in place with deliverables to take CA from now until end of current Mayoral Term.

A2 - Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.

A3 - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA.

A4 - The strategic policy framework for the CA is re-established.

A5 - The mayor's operating arrangements and appropriate office support is in place and fit for purpose.

Workstream Sponsor:	Fliss Miller

Project Manager/s:	Chris Bolton
CEX Lead:	Robert Pollock
PMO (Programme Management Office) Support:	Thomas Farmer
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	31/03/2023
Reporting Period:	01/02/2023 - 28/02/2023

Workstream A Project Status	**This Period:**	**GREEN**
	Previous Period:	**GREEN**

Workstream A - Project Update: February

This workstream is now either complete or in the case of outcome A4, paused awaiting reprofiling following the arrival of the new Head of Policy. The cost of the State of Region (SoR) report and funding stream is to be confirmed.

However, progress in embedding in business as usual (BAU) the outcomes of the workstream are now moving ahead. The strategic aims are being translated into directorate action plans to deliver these, whilst the values adopted are being enshrined in the appraisals process to ensure these are lived by the organisation.

Discussion is underway to ensure that the strategic priorities, achieving good growth, increased connectivity, ambitious skills, and employment opportunities, and enabling resilient communities, are worked across the directorate plans. Lead officer for this work is to be confirmed.

Kate McFarlane, Head of Policy, began in her role on 27 February.

Workstream A: CEX Lead (Robert Pollock) Comments:

Workstream A - Key Milestones/Activities this Period:

1	Values and behaviours work is to continue with HR (Human Resources) for inclusion in the draft Performance Management Framework.
2	Work on actions **A3** - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA and **A4** - The strategic policy framework for the CA is re-established has begun and will be driven forward by the Head of Policy when she commences employment at the end of February.
3	Work to embed new strategic priorities across the organisation, including service plans has commenced with a target completion date of 31 March.

Workstream A - Key Milestones/Activities Planned for Next Period:

1	Policy Team to map out the existing strategic plans of the CA and produce a gap analysis
2	Commissioning of SoR to continue

Workstream A - Project Risks:		
	Risk Description	**Mitigation**
Workstream A Report Completed By:	Chris Bolton	
Completion Date:	06/03/2023	

Workstream B

Project Description:

Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this.

Project Outcomes:

B1 - The Board's ways of working have been reset to enable it to operate in effective and strategic manner.

B2 - Executive Committee ways of working are reset to enable them to operate in a more effective manner.

B3 - Transitional Committee Structure implemented.

B4 - Policy space for Board is developed and aligned to the policy development process.

B5 - Informal governance mechanisms are in place that reset ways of working with constituents and partners.

B6 - The culture and operation of the CA supports it as an effective, high performing organisation.

B7 - A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity.

B8 - External partners recognise that the CA has a culture of effective engagement.

Workstream Sponsor:	Steve Cox
Project Manager/s:	Louisa Simpson
CEX Lead:	Matt Gladstone
PMO Support:	Heidi Quigley
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	31/03/2023 (for all actions save B6&8)

Reporting Period:	01/02/2023 - 28/02/2023	
Workstream B Project Status	**This Period:**	GREEN
	Previous Period:	AMBER

Workstream B - Project Update:

A Project Change Request (PCR) was approved moving end dates to reflect the delay to the sign off for the new Governance arrangements at Board following their decision to consider this at their March meeting.

We have continued to work with Leaders and CEXs to ensure the Governance arrangements that will be presented at the CA Board in March retain the previously agreed status. Developments in workstream C regarding the future role and responsibilities of the Business Board are being progressed at pace and consequently may result in their inclusion in the governance arrangements report going to Board for consideration.

The workstream Interdependencies have been updated and a completed programme interdependency form is being created.

Work has been ongoing to communicate with all staff the values and behaviours that have been agreed, planning on a workshop has been completed and a date set for March.

Exec Directors have been recruited to two directorates:
Economy & Growth – Richard Kenny

Resources & Performance – Nick Bell The Chief Executive post is now being advertised.	

Workstream B: CEX Lead (Matt Gladstone) Comments:

All CX/Leaders have been contacted in order for any queries on the governance changes to be addressed prior to Board on 22 March. If Board agrees the proposals we should have a focussed CX discussion on transition and implementation of the governance changes at the CX meeting in late March. We should not underestimate the scale of the changes and the importance of full CX awareness and buy-in.

Workstream B - Key Milestones/Activities this Period:

1	Transition Plan for new Ways of Board Working to be developed.
2	Mapping of existing regional groups to take place & CA membership where appropriate added
3	Embedding the values work completed before Christmas to be actioned – meeting to be arranged with HR, Workstream Lead, Comms Team to ensure plan established.
4	Interdependencies work to ensure mitigation is included & impacts identified.
5	Governance Arrangement Paper to be presented to CA Board.

Workstream B - Key Milestones/Activities Planned for Next Period:

1	Governance Arrangement Paper to be presented to CA Board March 2023
2	All Team face to face meeting to take place 2nd March 2023
3	Transition Plan for new Ways of Board Working to be developed.
4	Final interviews for the Chief Executive role to take place

Workstream B - Project Risks:

	Risk Description	Mitigation
1	Governance Framework not agreed.	Engagement with all parties sighted in the Ernst & Young audit in agreeing the steps to improve the functioning of partnerships with the CA.

Workstream B Report Completed By:	*Louisa Simpson & Steve Cox*
Completion Date:	*03/03/2023*

Workstream C

Project Description:

To prioritise work to establish a long-term strategy for transport, buses and review the role and functioning of the Business Board.

Project Outcomes:

C1 - A long-term strategy for Transport and Buses is in place that meets the growth needs of the CA area.

C2 - The role and function of the Business Board is fit for purpose in line with Government recommendations.

Workstream Sponsor:	Steve Clarke
Project Manager/s:	Peter Tonks
CEX Lead:	Jo Lancaster
PMO Support:	Heidi Quigley
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	23/06/23* *Other elements of the Workstream will be completed before this date. The LCTP (Local Connectivity Transport Plan) will not be complete until June 2023.

Reporting Period:		01/02/2023 - 28/02/2023
Workstream C Project Status	**This Period:**	GREEN/AMBER
	Previous Period:	AMBER

Workstream C - Project Update: February

Local Transport and Connectivity Plan (LTCP)

Work continues the LTCP elements of the Workstream Project despite the continued delay to the release of guidance from the DfT (Department for Transport). The guidance was due to be released at the end of February, but this is not now expected until at the earliest, sometime in March. Given the gravity and importance of the LTCP as a linchpin and driver for many other strategies both internal to the CA and its Constituent Councils, the Workstream Project Members, supported by the CEX Sponsor, have taken the decision to continue with the current timeline and approve/publish the LTCP on the target date. We will then revisit the Strategy once Guidance is released/clarified. This decision will be cascaded appropriately to all key stakeholders and committees. Given this decision and the belief amongst officers that the informal engagement with DfT officials mean that there will not be any significant misalignment the RAG rating has been moved to Green.

Bus Strategy

The Draft Bus Strategy consultation ended on 24 February 2023. We received over 1,000 responses which will now be considered, and the Strategy updated accordingly. It will then be ready for sign-off and publication in March.

Bus Service Improvement Plan (BSIP)

The BSIP continues to be updated as per the Project Plan and is on target for completion by the end of April when it will then follow standard approval and publication stages. The BSIP is due for final publication in June.

Transport Schemes Review
The review has now commenced and has been aligned with the SAF (Single Assurance Framework) elements of Workstream E to ensure consistency in approach.

Future of the Business Board

Options for the future of the Business Board have now been finalised and have been presented informally to the Business Board where they were well received. The options will now be put forward for formal consideration as follows:

Key Milestone Dates for the Business Board Element as follows:

Task Name	Completion Date
LSM Review/Engagement	Wed 08/03/23
Final Report/Covering Paper to BB (Business Board)	Mon 13/03/23
Submission of BB Governance Proposal to CA Board	Tue 14/03/23
Consideration of BB Governance Proposal at CA Board	Wed 22/03/23

Workstream C: CEX Lead (Jo Lancaster) Comments:

Workstream C - Key Milestones/Activities this Period:

1	Transport Schemes Review Commenced
2	Business Board Options Paper Completed
3	Continued with Draft LTCP
4	Continued with updates to BSIP
5	Bus Strategy Consultation Complete

Workstream C - Key Milestones/Activities Planned for Next Period:

1	Updates and publication of Bus Strategy
2	Transport Schemes Review Continue
3	Updates to BSIP and LTCP Continue
4	Business Board Options considered

Workstream C - Project Issues:

	Issue Description	Mitigation

Workstream C - Project Risks:

	Risk Description	Mitigation
1	If LSM require more information, options, or significant rework of the BB Options Paper and/or cannot agree on a specific Option then the target date for approval at CA Board in March may need to be pushed back to June to allow for further development. There is a risk that the implementation of the eventual option chosen will be delayed.	Ongoing implementation could be taken up by Workstream E

Workstream C Report Completed By:	
Completion Date:	

Workstream D

Project Description:

To undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking more control of the application of funds for identified priorities.

Project Outcomes:

D1 - The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding.

Workstream Sponsor:	Robert Emery
Project Manager/s:	Peter Tonks
CEX Lead:	Liz Watts
PMO Support:	Heidi Quigley
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	31/03/2023

Reporting Period:		01/02/2023 - 28/02/2023
Workstream D Project Status	**This Period:**	GREEN
	Previous Period:	GREEN

Workstream D - Project Update: February

The Project Status remains Green as the project is on course to deliver the strategic review of income streams and a proposed model of delivery for a co-ordinated Bid Function.

Further Workshops have taken place in February with internal CPCA and Constituent Council colleagues to develop a delivery model for the Bid Function. Considering the key drivers from the CPCA and the requirements from Constituent Councils potential responsibilities of a Bid Function/Service were drafted, and these were agreed at the most recent Workshop on 22 February 2023 which was attended by representatives from across the different organisations including the CEX Sponsor. These responsibilities include (but not exclusively):

- Strategically focussed horizon scanning (for potential funding opportunities)
- Maintaining lists/details of Projects (Pipeline, Ongoing Bids, Current Works)
- Develop and maintain a bid writing toolkit to include:
- Facilitate collaborative working online via Teams/Slack Channels etc. creating a community of good practice
- Develop 'Pre-Business Cases'
- Develop and maintain end-to-end processes (and expectations) from inception to delivery
- Undertake effective stakeholder management across the Region
- End-to-end progress and performance monitoring
- Assist CPCA and Constituent Councils with Bid Writing & Review prior to submission (additional funding/resource/capacity may be required for this element)

Although, the expected tasks and responsibilities that a Bid Function should perform have been agreed, uncertainty regarding the level funding available for the Bid Function means that we are unable to finalise a structured model for delivery. The Workstream Project have therefore agreed that to proceed and meet the completion date for this element of the Improvement Plan, a 'Bid Expert/Co-ordinator' should be recruited (and funded) to begin to develop the Bid Function and undertake some of the duties listed above (such duties will be prioritised jointly by members of the CPCA and Constituent Councils).

Once there is clarity on funding, and if available, the Bid Function/Service could then be expanded to encompass more responsibilities, following further investigation and development of a robust and sustainable delivery model.

Workstream D: CEX Lead (Liz Watts) Comments:

Workstream D - Key Milestones/Activities this Period:

1	Internal CPCA Workshop
2	Joint CPCA/Constituent Councils Workshop
3	Development of Options for Delivery Model

Workstream D - Key Milestones/Activities Planned for Next Period:

1	PS/JD for Coordinator and Recruitment Options
2	Presentation to CA Board
3	Completion of Strategic Review

Workstream D - Project Issues: None

	Issue Description	**Mitigation**
1	As we consult with partner councils, an issue emerges that their view of a revised bid function and ours may not be the same and further consultation work may be required to coalesce around an agreed model	All stakeholders must be identified so that they can be engaged effectively and provide valuable input. Representatives from all Constituent Councils attended an initial 'Discovery' Workshop held on 16 January and this and the CA survey will form the basis of future discussion. The inclusion of a collective CEO discussion in our engagement might also be helpful

Workstream D - Project Risks:

	Risk Description	**Mitigation**

Workstream D Report Completed By:	
Completion Date:	

Workstream E

Project Description:
To design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities.

Project Outcomes:
E1 - The Combined Authority develops a Single Assurance Framework that reflects agreed organisational values, drives standards and future proofs the organisation.

E2 - A robust and effective Performance Management Framework is in place in support of strategic framework and governance arrangements.

E3 - A comprehensive Risk Management Framework is embedded within corporate governance arrangements.

E4 - In partnership develop an enhanced project management national best practice culture, training, and standards in support of the Single Assurance Framework.

E5 - Create a PMO Offer to support delivery of E1 to E4 that reflects agreed organisational values with an enhanced terms of reference and a strengthened corporate mandate.

E6 - Identify software requirements to support project and performance management approach based on regional need and in support of E1 to E5.

Workstream Sponsor:	Jodie Townsend
Project Manager/s:	Nathan Bunting
CEX Lead:	Paul Medd
PMO Support:	Thomas Farmer
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	31/06/2023

Reporting Period:	01/02/2023 – 28/02/2023

Workstream E **Project Status**	**This Period:**	AMBER
	Previous Period:	AMBER

Workstream E - Project Update: February

All the workstream actions are on track for delivery. Nevertheless, due to the vast engagement required on performance, assurance, and risk, it has been decided to maintain an amber status until there is greater certainty of agreement, both on key principles and constituent authority commitment to progress.

The first milestone is the development of a Single Assurance Framework or SAF. Following scoping of other CA models, we have developed some principled models that were shared with CEX on 28 February. Their feedback will be included in a draft model that we will look to develop through a working group made up of officers from across the partner councils during March and April.

Within the SAF will be a Performance Management Framework. The Performance Management Framework first draft has been developed. A consultation with CEX Group has taken place on 28 February and the feedback will be included in the next draft. A range of meetings will then take place with officers at each Constituent Authority to also feed into the document. The document will be shared with partners following this for a consultation, followed then by LSM and A&G engagement in April.

The first Risk Management training session for CPCA staff was successfully delivered on 24 February. Further sessions are to be organised. Executive Team Risk Appetite Socialisation Session is in place for 21 March, followed by a risk appetite development session in mid-April.

This risk appetite statement will then feed into the Risk Management Strategy. This strategy now has a first draft completed. The key parts of the strategy will be lifted into an internal workshop, followed by engagement with the CEX Group, then A&G. The strategy will ensure our audit actions are resolved.

Following the CEX Group meeting and LSM/A&G, the project and performance software specification will be finalised, and we will begin procurement in April. .

A new SharePoint / Teams Site is in development with consultations with each project team taking place regarding structure over the past month. This new structure is in the process of being drawn up for approval by the PMO and then we will be moving into implementation phase in April.

A lessons learned action plan was supported by PARC (Performance & Risk Committee) in February and work will begin on implementation beginning with a workshop with the ARU team. A lessons software has been developed and will be rolled out in March.

A plan to ensure the CA is a fully trained organisation is in place, leading to corporate accreditation and centre of excellence status. Risk, project, and business case training quotes have been received, and we will be going to procure in March. Funding for this has now been secured following the DLUCH submission.

Workstream E: CEX Lead (Paul Medd) Comments:

Timely progress continues to be made across this workstream, whilst recognising there is still more work required to achieve the desired outcomes. A positive engagement session took place with constituent Council Chief Executives and senior officers from the CPCA on Tuesday 28 February. Constructive feedback was received on progress to date and next steps. Overall support was provided for the work undertaken to date.

Workstream E - Key Milestones/Activities this Period:

1	Assurance Framework model options reviewed and consulted with CEXs and Constituent Authorities.
2	Performance Framework first draft completed.
3	Work on Service Plans to feed into Performance Framework begins with template drafted.
4	Risk Management Framework first draft finalised and risk training completed.
5	Delivery of Stakeholder Plan, including CEX Group engagement and contacting Constituent Authorities.

Workstream E - Key Milestones/Activities Planned for Next Period:

1	Continue engagement with Constituent Authorities on performance and assurance
2	Feedback from CEX meeting to be included in first draft of Assurance Framework.
3	Risk Appetite training to take place and included in Risk Management Strategy
4	Risk Management internal workshop to be set up to share key parts of framework prior to engagement with CEX and A&G
5	Feedback from CEX meeting and CA engagement will be included in second draft of Performance Framework

Workstream E - Project Issues:

	Issue Description	Mitigation

Workstream E - Project Risks:

	Risk Description	Mitigation
1	Performance and Assurance Framework dependencies leading to delays. Dependencies with: - Investment Committee proposal	Monitor progress on other workstreams and feed in early work to a

		draft Performance and Assurance Framework. Change control to be delivered as some of the dependencies will delay this workstream.
	- workstream D future funding approach to bids - Workstream B Governance Framework - Workstream A specific strategic fit criteria - Service plans - performance/project software	
2	Funding not available for strengthened corporate mandate for PMO	PMO having discussions with finance and aligned to the budget timescales. DLUCH submission funding opportunity has been taken leading to training and software budget.
Workstream E Report Completed By:		
Completion Date:		

Workstream F

Project Description:

To map the approach, capacity and arrangements needed to build an effective public relation and influencing delivery operation.

Project Outcomes:

F1 - The Combined Authority performs a demonstrable role in advocacy for the region.

Workstream Sponsor:	Jon Alsop
Project Manager/s:	Peter Tonks
CEX Lead:	Stephen Moir
PMO Support:	Heidi Quigley
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	30/04/2023

Reporting Period:		01/02/2023 – 28/02/2023
Workstream F Project Status	**This Period:**	AMBER
	Previous Period:	GREEN

Workstream F - Project Update: February

The Project Status returns to Amber due to capacity issues within the Project/Communications Team.

Although much of the investigative groundwork to develop the Public Affairs, Communications and Engagement Strategy and Action Plan is now complete, due to staff absence, there is little staff capacity within the Communications Team to create the actual Strategy and Plan.

Members of the Project Team/Improvement Team with previous experience of Communications and Engagement have agreed to assist with the development of the Strategy and Plan but this will need to run alongside their existing responsibilities under the Improvement Programme. This pushes back delivery of a Strategy and Plan to the end of April 2023 for final review in May. The lead CEO has agreed this revision to the timeline and a CRF will be completed for the March Improvement Group the approval of which will move the RAG to Green.

Workstream F: CEX Lead (Stephen Moir) Comments:

Workstream F - Key Milestones/Activities this Period:

1	Review of PA (Public Affairs) Gap Analysis
2	Review of C&E Gap Analysis

Workstream F - Key Milestones/Activities Planned for Next Period:

1	Consolidate PA Gap Analysis
2	Consolidate C&E Gap Analysis
3	Produce SWOT Analysis

4	Outline Strategy/Action Plan
5	Further Stakeholder Engagement including socialising progress with CEXs

Workstream F - Project Issues: None

	Issue Description	Mitigation
1	A key member of the Project and Communications Team is currently unavailable due to sickness. This has caused a delay to the development of the PA/C&E Strategy and Plan	Project Manager will work with CA, Commes Team and new Head of Policy to develop Strategy/Plan. CR will be submitted to push back the development of the Strategy and Plan to 30/04/2023

Workstream F - Project Risks:

	Risk Description	Mitigation
1	If the PA/PR Function is not embedded within the Bid Process/Function (Workstream D) there is a risk that current and future Central Government drivers for investment will be misinterpreted, misunderstood, or simply missed	Ensure these elements are incorporated into the PA/Comms/Engagement Function to monitor potential new funding streams and drivers. Make use of monitoring software and links that are available. Ensure links to Workstream D are properly utilised, particularly aligning the PA/C&E Function to a potential 'Bidding Function'

Workstream F Report Completed By:	
Completion Date:	