



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

OVERVIEW & SCRUTINY COMMITTEE

Date: Monday, 20 March 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance
Monitoring Officer

11:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

**Bourges Viersen Rooms, Town Hall, Peterborough PE1
1HF
[Venue Address]**

AGENDA

Open to Public and Press

1 Apologies for Absence

2 Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.

3 Minutes of the Previous Meeting

To approve the minutes of the meeting held on 23rd January 2023.

4 Public Questions

Arrangements for asking a public question can be viewed here

- [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://cambridgeshirepeterborough-ca.gov.uk/public-questions)

5 Improvement Framework

13 - 37

6 Delivering the Overview & Scrutiny Function

38 - 65

7 Overview & Scrutiny Annual Report

66 - 78

8 Combined Authority Forward Plan

Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the Committee on any areas of interest. The Forward Plan can be viewed on the website here: [Forward Plan](#)

9 Combined Authority Board Agenda: 22 March 2023

To consider questions to the Combined Authority Board for its meeting on 22 March 2023. The agenda will be published on Tuesday 14 March and can be found on the website here: [CA Board Agenda](#)

10 Overview and Scrutiny Work Programme

79 - 81

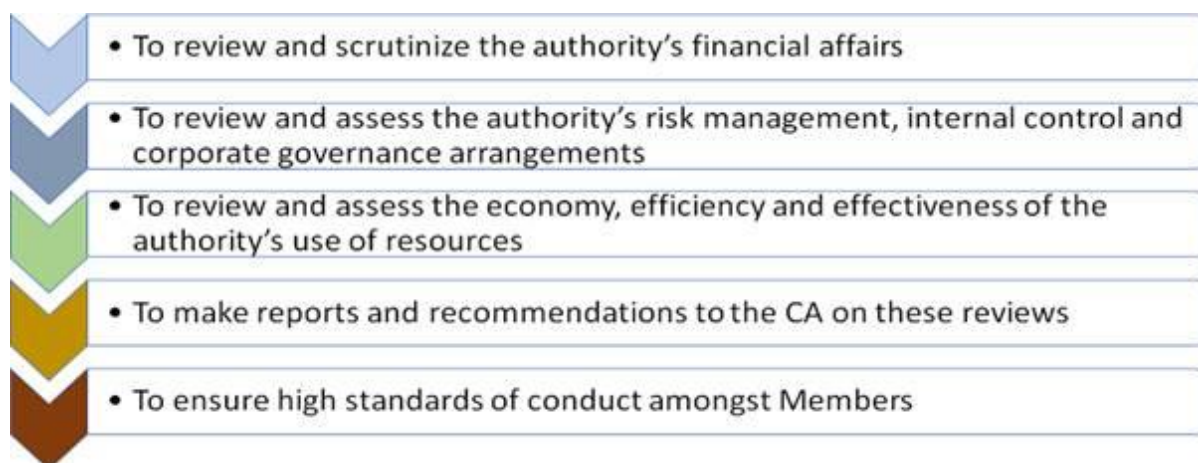
11 Date of next meeting:

Monday, 19 June 2023

The Overview & Scrutiny Committee comprises the following members:

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

The Audit and Governance Committee Role.



The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Councillor Michael Atkins

Councillor Andy Coles

Councillor Lorna Dupre

Councillor Mark Goldsack

Cllr Geoff Harvey

Councillor Martin Hassall

Councillor Anne Hay

Councillor Amjad Iqbal

Councillor Alex Miscandlon

Councillor Jon Neish

Councillor Richard Robertson

Councillor Alan Sharp

Cllr Simon Smith

Councillor Aidan Van de Weyer

Clerk Name:	Anne Gardiner
Clerk Telephone:	
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**CAMBRIDGESHIRE
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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE

DRAFT MINUTES

Date: Monday, 23 January 2023

Time: 11.00

Location: Civic Suite, Pathfinder House, Huntingdon District Council

Members Present:

Cllr L Dupre (Chair)	East Cambridgeshire District Council
Cllr A Sharp (Vice-Chair)	East Cambridgeshire District Council
Cllr M Hassall	Huntingdonshire District Council
Cllr M Atkins	Cambridgeshire County Council
Cllr M Goldsack	Cambridgeshire County Council
Cllr R Robertson	Cambridge City Council
Cllr P Fane	South Cambridgeshire District Council
Cllr A Iqbal	Peterborough City Council
Cllr A Coles	Peterborough City Council
Cllr A Hay	Fenland District Council

Officers:

Gordon Mitchell*	Interim Chief Executive
Edwina Adefehinti*	Chief Officer – Legal & Governance, and Monitoring Officer
Jon Alsop	Chief Finance Officer
Rob Emery	Business Board S151 & Dept.S73 Combined Authority
Tim Bellamy	Interim Head of Transport
Paul Staines*	Improvement Plan Programme Manager
Jodie Townsend*	Governance Improvement Lead
Reena Roojam	Head of Legal and Deputy Monitoring Officer
Joanna Morley	Interim Governance Officer

*denotes attendance via Zoom

1. Apologies for absence

- 1.1 Apologies were received from Cllrs Harvey, Ven de Weyer, Miscandlon and Smith. Cllr Fane attended as a substitute for Cllr Harvey.

2. Declarations of Interest

- 2.1 No declarations of interest were made.

3. Minutes of the Previous Meeting and Action Log

- 3.1 The minutes of the meeting held on 10 January 2023 were approved as a correct record and the Action Log was noted.

4. Public Questions

- 4.1 There were no public questions.

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The Chair declared that item 7, the Demand Responsive Transport report, would be moved to the end of the agenda in case there was a need to go into private session.

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5. Improvement Framework

- 5.1 Gordon Mitchell, Interim Chief Executive introduced the report which provided the Overview and Scrutiny Committee with an opportunity to undertake pre-scrutiny of the Improvement Framework report going to Board on the 25 January.

- 5.2 During discussion the following points were noted:

- a. On reviewing the new Governance arrangements that form part of the Improvement Plan, the Committee highlighted the need for Overview and Scrutiny to be fully integrated with the new Committee structure, and for Members to be fully engaged and informed.
- b. In order to fulfil a developing role, the information provided to the Overview and Scrutiny Committee needed to be much more timely. The move to a Forward Plan giving up to six months' notice of items of business was welcomed and would aid the Committee to look ahead for priority strands of work.
- c. There was concern about the possible risk of non-alignment of the LTCP with emerging Government guidance and although officers allayed concerns to a degree and stated that there were unlikely to be any surprises, the Board would need to be mindful of Governmental delays impacting the pace of the Improvement Plan's implementation in this regard.
- d. The Mayoral ambition statement and the CA's Corporate Strategy needed to be triangulated with the objectives of Government as without this alignment there was a danger that the funding to deliver projects would not be forthcoming.
- e. Given the focus on the Bus Strategy, more realistic timescales for bus franchising needed to be set. The Chief Executive outlined to Members that in two years' time the CPCA could be at the point of agreeing the business case for franchising but then there would need to be another period of time to implement plans and put in place the considerable number of staff that would be needed. The Chief Executive also referenced the need to factor in any unforeseen financial risk should the bus franchising operation not go to plan. This could further delay decision making or potentially derail the project if this underwriting of financial risk was not accepted by the CPCA. It was felt that this detail and nuance was not coming through in reports and documents
- f. The Committee noted the number of amber ratings in the report and would ask Board Members to consider whether they were content that these were just due

to a change of scope and more realistic timelines, or whether there were any other issues that should be of concern.

RESOLVED:

1. That the comments, as outlined above, be given as feedback to the Board ahead of their meeting on 25 January 2023.

ACTIONS:

1. The Governance officer to circulate the draft feedback to all Members for their approval before publication with the Board agenda papers.

6. Local Transport and Connectivity Plan

- 6.1 Tim Bellamy, Interim Head of Transport introduced the report which provided the Committee with an update on the Local Transport and Connectivity Plan (LTCP), specifically in relation to the DfT guideline deadlines, and progress to date.

During discussion the following points were noted:

- a. Members felt that the number of responses to the consultation was low and therefore wanted assurance that special interest and bias had been eliminated as far as possible.
- b. There appeared to be a lack of input from car drivers and expressions of interest in electrification and car-sharing for example, and much more emphasis on climate change and cycling.
- c. Officers confirmed that in addition to the public consultation events there had also been public engagement with the third sector, regional businesses and main employers to understand their views. Concerns such as freight delivery and car travel had been highlighted in the focus groups and would be taken into consideration.
- d. The Alternative Fuel Strategy consultation included looking at where electric charging points should be sited.
- e. Individuals had to declare whether they had special interests and were acting on behalf of a special interest group or organisation.
- f. It was interesting to note that of those that agreed or strongly agreed with the proposed local area strategy the highest response (45%) came from Greater Cambridge. However, this belied the fact that if the disagree and strongly disagree figures were added together, the area of strongest disagreement was also Greater Cambridge at 30%. It would have been useful for these figures to be set against each other to see what the balance was.
- g. It was also difficult to tell what 'agree with' and 'disagree with' meant. For example, some respondents might have felt that the plans were terrible and should stop whilst there may have been others who were disappointed that it was not being done fast enough and therefore a lot more of it should be done. Both were counted as disagreements but from completely different perspectives.
- h. Young people had not engaged with the consultation as much as other age groups and therefore their concerns regarding access to skills, education and training were perhaps underrepresented. Officers had been liaising with the Skills Director to understand how young people's views on these matters could be sought.

RESOLVED:

That the Committee:

1. Note the update on the local Transport and Connectivity Plan, specifically in relation to the DfT guidelines deadlines.

ACTIONS:

1. Transport officers to provide members with the following:
 - Details of the number and type of special interest declarations.
 - More detail on the pie-chart representations of the 'agree' and 'disagree' categories.
 - An update on how the concerns of young people, in regard to transport to access training and education, were being addressed.
2. The Transport Manager would work with the Monitoring Officer to provide a timeframe for when the final version of the LTCP would come before the Committee.

7. Budget Scrutiny – Responses to the Consultation

Jon Alsop, Chief Finance Officer, introduced this item which previewed the 2023/24 Budget and Medium-Term Financial Plan 2023-2027 report going to Board at their meeting on 25 January, including a summary of budget and MTFP Consultation feedback and responses.

7.1 During discussion the following points were noted:

1. The final number of responses to the consultation was 690, details of which were set out in appendix 3 of the CA Board report.
2. If the decision to impose the Mayoral precept was made by the CA Board at their meeting on 25 January then this would allow enough time for officers to advise constituent authorities and for them to set up measures for collection. Difficulties would arise if the precept was challenged, or the budget failed in any way.
3. The increase to the amount of Transport Levy charged, which was payable by the area's Local Highways Authorities (Peterborough City Council and Cambridgeshire County Council) had been capped by the inflation figure of the previous September. The 2% charged by the CPCA was in line with other Combined Authorities. If this figure was increased it would push the burden onto the two Highways Authorities who would likely recoup the costs in other ways, for example through council tax.
4. There was no specific contingency for non-collection of the mayoral precept; instead it would be considered as part of the overall minimum revenue reserve that was built into the budget at 4.5% of total gross expenditure.
5. As part of the Improvement Plan and a move to a new structure, Mayoral staff now reported into the Chief Executive team so their costs were included in this figure.

RESOLVED:

That the responses to the Consultation be noted.

8. Combined Authority Forward Plan

- 8.1 Cllr Atkins, Lead Member for Climate, asked Members to note that the CA Board would be considering a business case to support a meanwhile project at Core Site in Cambridge City. This was a £1m capital project to support a community space focussed on enabling groups of visitors tackling climate change to do so effectively.
- 8.2 In addition, at the CA Board's March meeting a climate annual report would be presented. Cllr Atkins suggested that Overview and Scrutiny Members might wish to informally discuss this at their February meeting.

9. Combined Authority Board Agenda

- 9.1 Members did not put forward any questions to be asked at the CA Board meeting on 25 January 2023 but as noted in item 5, resolved that their comments on the Improvement Plan be fed back to the Board.

10. Overview and Scrutiny Work Programme

RESOLVED:

- 1. That the draft work programme as shown at Appendix1 be noted.
- 2. That in place of a formal public meeting that the reserve February date be used for an informal discussion on the role, functioning and priorities of the Committee.

11. Demand Responsive Transport

- 11.1 Tim Bellamy, Interim Head of Transport introduced the report which provided an update on the Combined Authority's use of Demand Responsive Transport (DRT) and the Ting trial in particular.

During discussion the following points were noted:

- a. The consultation on the draft Bus Strategy was launched on Friday 20 January and would last for six weeks; its findings would be fed back to the Committee.
- b. Officers commented on the report submitted by Cllr Hay regarding bus services to October's Overview and Scrutiny Committee meeting and clarified that the CA still awaited a formal written response to the Bus Service Improvement Plan (BSIP) from the Department for Transport (DfT).
- c. Councillors asked officers for more information about a map that had been included within Cambridgeshire County Council's last full Council papers and which showed where Dial a Ride services would operate. Officers were not familiar with this mapping exercise but would investigate and report back to the Committee.
- d. The Bus and Transport team would be conducting a thorough review of the whole network to see if there was a way of delivering services that would make better use of resources. This would investigate what the right mix was in terms of passenger cost per journey and explore the use of less conventional services in some areas and expanding the use of DRT.

- e. The review, as well as looking at cost, would consider reliability, punctuality and accessibility.
- f. Costs per journey were expected to fall in subsequent years as a result of operational and driver improvements as well as an increasing number of people accessing the service.
- g. Officers would be assessing the demand responsive transport operating in other areas to see what lessons could be learnt.
- h. Officers would provide the Committee with the details of any section 106 contributions from local county or district councils to see how the cost per journey figures of the different services were affected.
- i. Councillors commented that a better metric to have given for performance information, as outlined in para 2.23 of the report, would have been for how quickly 75 to 80% of passengers were picked up.
- j. The younger generation had enthusiastically taken up DRT whereas the older demographic sometimes had difficulty using the app and also liked the certainty of a scheduled bus.
- k. Bus operators had commented that they were still struggling to get older bus passengers back after covid.
- l. Cross operator ticketing was being discussed with operators and the ultimate aim would be to build this service into one single point of access app in order to make taking the bus as easy as possible.

RESOLVED:

That the Committee:

- 1. Note the update on the Combined Authority's use of Demand Responsive Transport (DRT) and the Ting trial in particular.

ACTIONS:

Transport officers to:

- 1. Investigate the Dial-A-Ride mapping exercise, referred to at a CCC meeting, and report back to the Committee.
- 2. Provide the Committee with the details of any section 106 contributions to DRT services.

12. Date of next meeting

12.1 Monday, 20 March 2023 at 11am.

Meeting Closed: 1.16 pm



Overview and Scrutiny Committee Action Log

Purpose: The action log records actions recorded in the minutes of Overview and Scrutiny Committee meetings and provides an update on officer responses to those outstanding.

Minutes of the meeting 23 January 2023

Item	Report title	Lead officer	Action	Response	Status
5	Improvement Framework	Angela Probert	1. The Governance officer to circulate the draft feedback to all Members for their approval before publication with the Board agenda papers.	Circulated on 23.01.23	Closed
6	Local Transport & Connectivity Report	Tim Bellamy	<ol style="list-style-type: none">Transport officers to provide members with the following:<ul style="list-style-type: none">Details of the number and type of special interest declarations.More detail on the pie-chart representations of the 'agree' and 'disagree' categories.An update on how the concerns of young people, in regard to transport to access training and education, were being addressed.The Transport Manager would work with the Monitoring Officer to provide a timeframe for when the final version of the LTCP would come before the Committee.	<p>The full consultation report that gives more information on responses provided has been circulated to Members</p> <p>The Interim Head of Transport is working with the Associate Director for Skills to better understand the needs of those wishing to access education and training. A roundtable with stakeholders is being scheduled.</p> <p>The draft LTCP is being discussed at the TIC in March; with a series of meetings with elected members continuing between then and the final draft being submitted to the TIC and Board for sign off and approval.</p>	Closed

11.	Demand Responsive Transport	Tim Bellamy	<p>Transport officers to:</p> <ol style="list-style-type: none"> 1. Investigate the Dial-A-Ride mapping exercise, referred to at a CCC meeting, and report back to the Committee. 2. Provide the Committee with the details of any section 106 contributions to DRT services. 	<p>As part of our Network Review work, we are continuing to engage with CCC on a range of issues including dial-a-ride, education transport (home-to-school) and a number of other factors. The Network Review will be presented to the TIC, Board and O&S in due course where mapping of a service network will be presented.</p> <p>No Section 106 monies are used to fund DRT services.</p>	On-going
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Minutes of the meeting 10 January 2023

Item	Report title	Lead officer	Action	Response	Status
5	MTFP/ Budget Consultation	Jon Alsop	<ol style="list-style-type: none"> 2. Governance officer to circulate the <i>recommendations that arose from the meeting to Cllr Dupre, Cllr Sharp and Cllr Iqbal for any final amendments before circulation to the rest of the Committee. The recommendations will form the Committee's formal response to the budget consultation.</i> 3. Finance Officers to circulate to the CA Board a breakdown of the reserves balance to support their decision making. 	Recommendations circulated to a member of each political group for comment and approval. Document circulated to Committee on 13.10.22 and will be formally submitted to the Board.	<p>Closed</p> <p>Closed</p>

Minutes of the meeting 28 November 2022

Item	Report title	Lead officer	Action	Response	Status
7	Draft Bus Strategy	Oliver Howarth	The Bus Strategy Manager to raise the issue of connected bus and rail timetables at the next meeting of the Bus Operators Forum.	<p>CPCA is very interested in improving through connectivity. We continue to liaise with bus and train operators, along with Network Rail to maximise connectivity levels.</p> <p>Bus/rail connection is very difficult to achieve for the following reasons:</p>	Closed

				<ol style="list-style-type: none"> 1) The majority of bus services are operated on a commercial basis so we can ask bus operators to modify timetables to achieve connections, but at the present time do not have contractual power to do so. 2) The best bus/rail connections can be achieved by Demand Responsive Transport (DRT) as a DRT service only go to the station when required by passengers and has complete flexibility. <p>A number of our stations are poorly located for connections with no bus turning circles – March, Whittlesey, Huntingdon, Manea. A successful connection to/from St Neots is proving possible, and we hope to be experimentally advertising it in Cambourne.</p>	
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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item: 5

Improvement Framework

To:	OVERVIEW & SCRUTINY COMMITTEE
Meeting Date:	20 March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Angela Probert, Interim Programme Director, Transformation
Key decision:	No
Forward Plan ref:	N/A
Recommendations:	<p>The Overview and Scrutiny is recommended to:</p> <p>Consider the February Improvement highlight update to the Combined Authority Board on 22 March 2023.</p>
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 The purpose of the agenda item is to provide the Overview & Scrutiny Committee with an opportunity to undertake pre-scrutiny of the Improvement highlight update going to Board on the 22 March 2023.
- 1.2 The Overview and Scrutiny Committee is also advised of the current stocktake activity being undertaken to ensure the continued focus for improvement is appropriate and takes into account the key areas of concern set out in the Best Value Notice and External Auditors letter.

2. Background

- 2.1 The Board in October agreed the Improvement Plan to address the Chief Executive's diagnosis assessment of the Cambridgeshire and Peterborough Combined Authority.
- 2.2 The assessment also set out key deliverables over a three-month period and what might be different as a result of the proposed activity.
- 2.3 The Best Value Notice received in January 2023 set out specific areas of concern to be addressed and therefore to be included in a reframed improvement plan

3. Progress on Improvement activity for month 4 (February 2023)

- 3.1 Attached as Appendix A is the Improvement Highlight update for activity undertaken to February 2023.
- 3.2 Good progress has been made and Overview & Scrutiny Committee are asked to note:
 - 1. We are nearing completion in several key areas of the current Improvement Plan agreed in October.
 - 2. The Corporate Plan was adopted by the CA Board in January and the development of other related strategies in our strategic framework, such as the Bus Strategy and LTCP are progressing well.
 - 3. Proposed changes to our committee structures for both member and informal officer groups that will underpin new ways of working is timetabled for the CA Board in March.
 - 4. The future role and configuration of the Business Board is also timetabled for the CA Board in March.
 - 5. Woven through all the above plans and strategies will be our values and operating principles agreed at the CA Board in January. They are also being enshrined in our directorate business plans and in the individual personal development plans that all staff will have.
 - 6. Alongside this we have an agreed senior management structure in place with two new Executive Directors starting at the beginning of March.
 - 7. The recruitment to the Chief Executive post is underway.
 - 8. 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 the delivery of our plans and programmes. This work sequentially follows the development of our strategic aims and will be in place by the early summer.

4. Outcomes on improvement over the initial 3 months

- 4.1 Specific areas of improvement to be delivered over the initial three-month period were set out clearly in report to CA Board in October. Attached as Appendix B is an update on overall progress on the identified key areas.

5. Reframing the next phase of improvement

- 5.1 Currently the future focus for Improvement activity is being reframed to take account of:
- Concerns set out in the Best Value Notice received in January 2023
 - Concerns set out by the External Auditor in June 2022
 - Improvements (to be) identified by the independent Improvement Board
 - Current improvement activity that requires a longer term corporate focus
- 5.2 Where planned improvement activity that has progressed sufficiently to pass to 'business as usual' and owned by relevant Executive Directors, it will form part of directorate business plans for 2023/24.
- 5.3 The reframed improvement plan will include the following key areas of focus identified by the Best Value Notice (January 2023), the External Auditors letter (June 2022) and the initial areas of focus identified at the IIB induction day in January 2023:
1. Governance and decision making
 2. Project plans and delivery
 3. Procurement
 4. Partnership working
 5. Improvement plan progress
 6. Independent Improvement Board engagement
 7. Conclusion of investigations
 8. Capacity and confidence

6. Perceptions of change

- 6.1 Perceptions on the changes made over the first three months have been sought from staff through a second staff survey; the first being held in September 2022. The key findings are set out below:
- Overall improvement – but not exclusively
 - Staff feel more confident
 - Staff want to see planned improvement fully embedded
 - Mixed responses to feeling valued – and that opinions count
 - Low scores on being effective and efficient
 - More positive feelings about working for the CA and an overall sense of optimism
- 6.2 Interviews with external stakeholder groups to test changed perceptions against the changes set out in October 2022 are to take place in March by the newly appointed Executive Directors and Head of Policy.

7.0 Reporting on progress

- 7.1 Progress on improvement activity will continue to be reported to the CA Board, Overview and Scrutiny Committee and Audit and Governance.

- 7.2 Independent Improvement Board (IIB) bi-monthly meetings have been scheduled for the next 12 months and improvement activity and progress will be reported to the IIB. ^{Item 5}
- 7.3 Quarterly meetings with DHULC will be held to report on the progress made on the key areas of concern set out in the Best Value Notice received in January 2023.

Significant Implications

8. Financial Implications

- 8.1 At the Combined Authority Board in July £750,000 was approved to support the scope, development and delivery of work relating to improvement activity.

9. Legal Implications

- 9.1 There is a legal requirement to have a fully functioning Overview and Scrutiny Committee within the CA framework. The Overview and Scrutiny Committee should act as an independent scrutineer for Council activities.
- 9.2 Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities provides that “Ensuring early and regular engagement between the executive and scrutiny – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter’s future work programme. Authorities should, though, be mindful of their distinct roles”.
- 9.3 CFGS guidance recommends that scrutiny should happen a decent time before the decision comes to be made – not a matter of a couple of weeks. Effective CA forward planning should allow for scrutiny to be forewarned months in advance of particularly critical decisions; such forward planning also helps with fitting this form of scrutiny into the committee cycle. Again, the way that such matters are identified will need to relate closely to scrutiny’s role.

10. Public Health implications

- 10.1 No Public Health implications are directly identified within this report at this stage.

11. Environmental and Climate Change Implications

- 11.1 No Environmental and Climate Change implications are identified within this report at this stage.

12. Other Significant Implications

- 12.1 The External Auditor and DLUHC have set out clearly the expected focus for improvement. It is important that the CA can demonstrate its commitment to improve and also the progress it is making on this journey so more formal interventions are not put in place; the unfreezing of future funding is dependent on this.

13. Appendices

13.1 Appendix A – Highlight report appendix to Combined Authority Board on 22 March 2023

13.2 Appendix B – Outcomes to be delivered at the end of 3 months (agreed at CA Board October 2022)

14. Background Papers

- October CA Board Report – Improvement Framework
- External Auditors letter June 2022
- Best Value Notice January 2023

Appendix A

Programme Level Highlight Report

for the Period:

1 February 2023 to 28 February 2023

Draft for O&S March 2023

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		
<p>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.</p> <p>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.</p> <p>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.</p> <p>Kate McFarlane, Head of Policy, began in her role on 27 February.</p>		
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

Draft for O&S March 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: <i>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.</i>					
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 2 nd 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:					
	<table> <tr> <th>Risk Description</th><th>Mitigation</th></tr> <tr> <td>1 Governance Framework not agreed.</td><td>Engagement with all parties sighted in the Ernst & Young audit in agreeing the steps to improve the functioning of partnerships with the CA.</td></tr> </table>	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.
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: <i>Louisa Simpson & Steve Cox</i>					
Completion Date: <i>03/03/2023</i>					

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:	<u>Steve Clarke</u>
Project Manager/s:	<u>Peter Tonks</u>
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
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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:	

Draft for O&S March 2023

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
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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
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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

	<ul style="list-style-type: none"> - workstream D future funding approach to bids - Workstream B Governance Framework - Workstream A specific strategic fit criteria - Service plans - performance/project software 	draft Performance and Assurance Framework. Change control to be delivered as some of the dependencies will delay this workstream.
2	Funding not available for strengthened corporate mandate for PMO	PMO having discussions with finance and aligned to the budget timescales. DLUH 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		Item
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:			

Appendix B

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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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6

Delivering Overview & Scrutiny Function Improvement Framework

To: Overview and Scrutiny Committee

Meeting Date: 20 March 2023

Public report: Yes

Lead Member: Councillor Edna Murphy, Lead Member for Governance

From: Jodie Townsend, Improvement Lead

Recommendations: The Overview and Scrutiny Committee is recommended to:

a) Agree the format, focus and method for delivering the Overview & Scrutiny function from 2023/24 onwards

1. Purpose

- 1.1 The purpose of this item is to present Overview and Scrutiny Committee Members with an information pack to help inform the scheduled discussion on how to deliver the function moving forward.

2. Background

- 2.1 The Combined Authority Board agreed an Improvement Plan following the Interim Chief Executive's diagnosis report at its meeting in October 2022. The improvement plan set out 6 key workstreams that would drive improvement outcomes across the Combined Authority to ensure appropriate foundations and fundamentals were in place to address concerns raised in the Interim Chief Executive diagnosis and concerns raised by the external auditors.
- 2.2 The improvement plan also built on the conclusions and recommendations set out in the Review of Governance which was endorsed by Board in July 2022. That review set out conclusions and a number of recommendations that were specific to the Overview and Scrutiny function.

- 2.3 The Overview and Scrutiny function is an integral part of the governance arrangements at the Combined Authority. The Combined Authority wants to ensure that its scrutiny arrangements are effective, impactful and able to support democratic accountability for the region.
- 2.4 CPCA wants its scrutiny structure to create the right framework to maximise its impact moving forward as part of the new proposed governance arrangements coming out of the Improvement Framework.

3. Member Information Pack

- 3.1 Attached at Appendix A is an information pack for members of the Overview and Scrutiny Committee, the pack contains the following:
- I. Understanding the proposed new governance at the Combined Authority
 - II. Core roles for Overview and Scrutiny
 - III. Options for delivering Overview and Scrutiny
- 3.2 The purpose of section 1, understanding the proposed new governance arrangements, is to bring the Overview and Scrutiny Committee up to speed on the governance arrangements proposals that have emerged from the improvement plan and will be considered by the Combined Authority Board on 22 March 2023. These arrangements also provide a response to a number of recommendations from within the Review of Governance report.
- 3.3 Section 2 sets out details of core roles for the Overview and Scrutiny function to deliver at a Combined Authority level that will be enabled through the changes intended to be delivered by the proposed new governance arrangements. These core roles should form the basis of activity for the Overview and Scrutiny function moving forward.
- 3.4 Section 3 of the information pack sets out a number of options for the Overview and Scrutiny structure, supported by key functions and proposed methods for delivery. These options are:
- Option 1: Enhanced Status Quo
 - Option 2: Strategic Focused OSC with Sub-Committee
 - Option 3: Strategic Focused OSC with multiple Deep Dive Reviews
 - Option 4: Multiple OSCs
- 3.5 The information pack should be considered by Overview and Scrutiny Committee Members in order to prepare for the discussion on the 20 March. Members are encouraged to contact the Overview and Scrutiny Officer if they have any queries or questions prior to the Committee meeting.

4. Next Steps

- 4.1 The Overview and Scrutiny Committee needs to agree how it wishes to deliver the function moving forward in the context of the overall improvement programme at its March meeting, once a steer has been provided Officers will prepare for implementation.

5. Financial Implications

- 5.1 There are no direct financial implications anticipated with these proposals.

6. Legal Implications

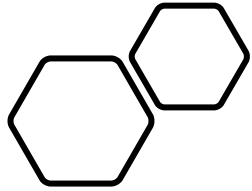
- 6.1 The importance and legitimacy that scrutiny is afforded by the law should be recognised. Overview and Scrutiny was created to act as a check and balance on the executive and is a statutory requirement for all combined authorities.
- 6.2 Although the existence of the function is set out in legislation, how it operates and how it is structured is left to individual Local Authorities. This provides for a high degree of flexibility and the ability to consider different topics and issues in the most appropriate way.
- 6.3 Where there is a culture of trust and respect between the Scrutiny function and the Executive, the Scrutiny function can attain and deploy a great deal of influence ultimately benefiting both the combined authority and the residents of Cambridgeshire and Peterborough. Whilst the Committee has a legal duty to provide robust challenge to decision-makers it can also offer support and assistance wherever it can to help the Combined Authority meet these challenges.

7. Appendices

- 7.1 Appendix A – Member Information Pack

8. Background Papers

- 8.1 July 2022 CA Board - Item 4.1 - Improvement Framework
- 8.2 Independent Review of Governance (presented to CA Board July 2022)
- 8.3 External auditor's letter - 1 June 2022
- 8.4 October 2022 CA Board - Item 2.1 - Chief Executive's diagnosis – Improvement Framework



Context and Options for delivering CPCA Overview & Scrutiny

Information pack for CPCA Overview
& Scrutiny Committee Members

Overview
&
Scrutiny



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Information Pack Overview & Scrutiny

CPCA Improvement Framework

Good governance adds value. Improving and enabling good governance at the Combined Authority is a key focus of the Improvement Framework.

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy.

Getting Overview & Scrutiny right is therefore key to efficient delivery and the success of the Improvement Framework.

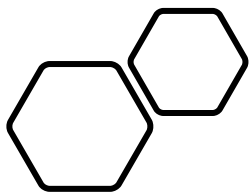
Information Pack

The following information pack is provided to Overview & Scrutiny Committee Members to help inform and focus the discussion scheduled for 20 March on the role of Overview & Scrutiny.

The pack contains 3 sections:

- 1. Improvement Framework: Understanding the proposed new governance**
- 2. The core roles for Overview & Scrutiny**
- 3. Options for delivering CPCA Overview & Scrutiny**





Improvement Framework: **Understanding the proposed new governance**

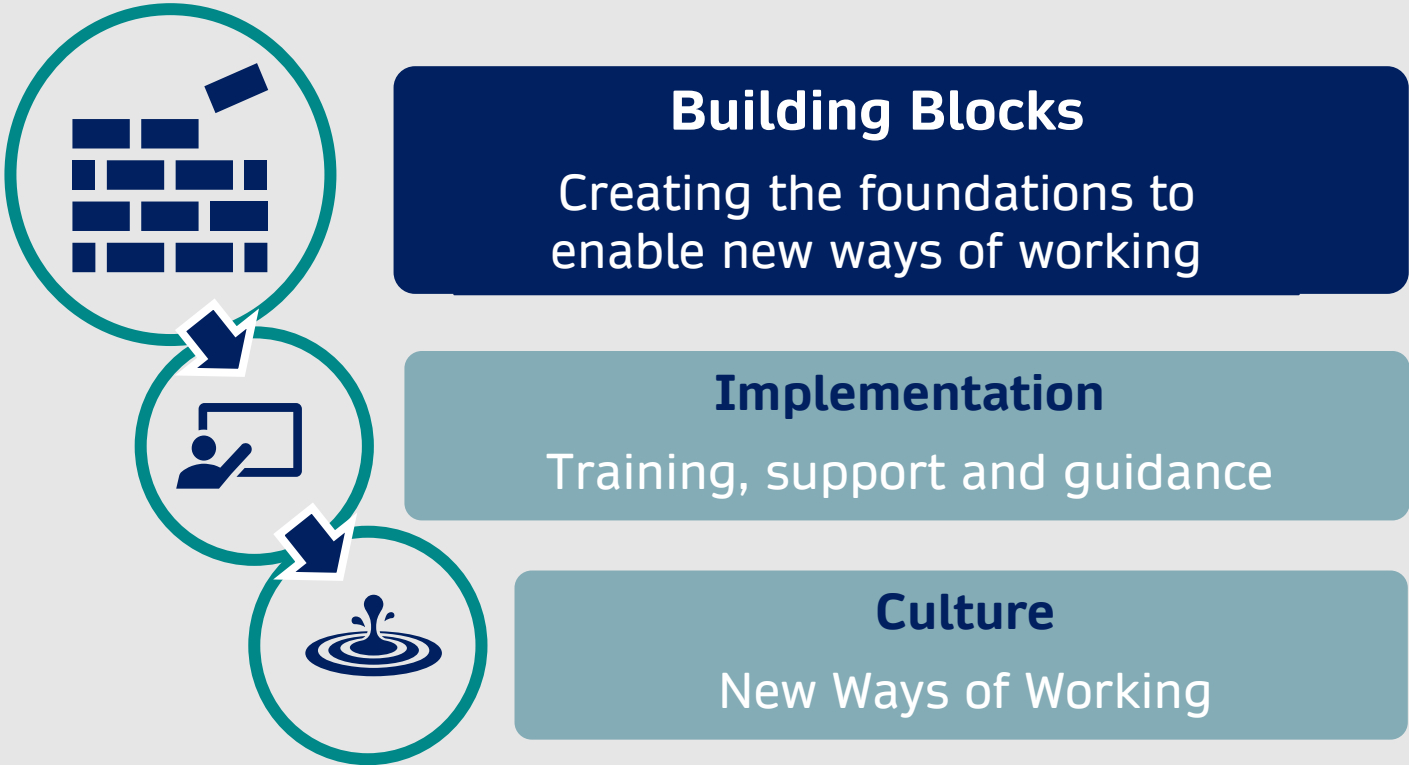


Improvement Framework

Understanding the proposed new governance

The initial phase of improvement, driven by the Improvement Plan (and informed by CEX Assessment, Review of Governance, and External Auditor letter amongst other elements) is about putting in place the necessary **building blocks** the Combined Authority needs to improve and enable its governance and operating arrangements.

The next phase is **implementation** which will focus on the required training, support and guidance needed to drive the new ways of working enabled by the Building Block phase followed by the **culture** phase where the new ways of working become business as usual, and we start to see the longer-term cultural changes the Combined Authority requires.



There is a significant focus on governance in the Improvement Plan, building upon the Review of Governance in seeking to put in place the required foundations and governance fundamentals required for the CPCA to be able to effectively operate, seek to address key issues of concern and fulfil its Combined Authority role for the region.

The Overview & Scrutiny function received conclusions and recommendations in the Review of Governance on how it could improve its roles to add value to the overall operation of the Combined Authority.



Improvement Framework

Understanding the proposed new governance

The Improvement Plan has 6 workstreams to drive improvement outcomes (A to F)



Workstream A

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.

- ☐ A clearly defined Corporate Plan for the Combined Authority
- ☐ Agreed operating values with Constituent Authorities
- ☐ Clear Mayoral operating arrangements and Mayoral Office fit for purpose
- ☐ Plan for State of the Region report

Workstream B

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

- ☐ Transitional governance structure to take us to next Mayoral election
- ☐ Refocused Board arrangements to ensure strategic focus
- ☐ Thematic Cttees aligned to the Corporate Plan and empowered with delegations
- ☐ Repurposed LSM to enable safe policy space for Politicians
- ☐ Informal Governance in place – advisory bodies in support of Thematic Cttees
- ☐ Revised Senior Leadership Structure with clear direction and capacity
- ☐ Beginning of plans to drive new ways of working into cultural change





Improvement Framework

Understanding the proposed new governance

Workstream C

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

- ☐ Local Transport and Connectivity Plan
- ☐ Long term strategy for Bus Services
- ☐ Revised role and function for the Business Board

Workstream D

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.

- ☐ Strategic review of income
- ☐ Engage Constituent Councils to develop Bid Function delivery options

Workstream E

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

- ☐ Develop a Single Assurance Framework (SAF)
- ☐ Develop a Performance Management Framework to plug into SAF
- ☐ Reenvisage PMO to support best practice in support of SAF
- ☐ Develop a Risk Management Framework to embed within Combined Authority

Workstream F

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

- ☐ Build effective public relations and influencing operation

Each workstream has an identified Lead and project group reporting into the Improvement Programme.

The Independent Improvement Board led by Lord Kerslake provide independent oversight and challenge.





Improvement Framework

Understanding the proposed new governance

There is a significant focus on governance in the Improvement Plan, key to this is the establishment of the Golden Thread of the CPCA which will shape roles within the governance structure and focus the CPCA on delivering strategic objectives.

Already Agreed...

CPCA Corporate Plan

Sets out 4 Priority Areas of focus for the CPCA

Sets out strategic level objectives and deliverables

Mayoral Ambitions

Sets out areas of Mayoral focus

To be considered at March CA Board meeting...

Governance Arrangements Report

- ☐ Sets out strategic role of Board
- ☐ Aligns Corporate Plan to Thematic Cttees
- ☐ Empowers Thematic Committees through appropriate delegations
- ☐ Sets out roles of Mayor and appointed Portfolio Leads

Additional governance improvements being rolled out...

- ☐ Repurposed LSM
- ☐ Revised pre-Board process
- ☐ Supporting Advisory Cttees in place with Constituent Membership
- ☐ Enhanced Overview & Scrutiny Call-in process





Improvement Framework

Understanding the proposed new governance

There is a significant focus on governance in the Improvement Plan, key to this is the establishment of the Golden Thread of the CPCA which will shape roles within the governance structure and focus the CPCA on delivering strategic objectives.

Supporting CPCA + Constituent Officer Groups

Initial officer groups created to support formal governance structure and drive new ways of working.

Regional
CEX Group

Regional
Place Group

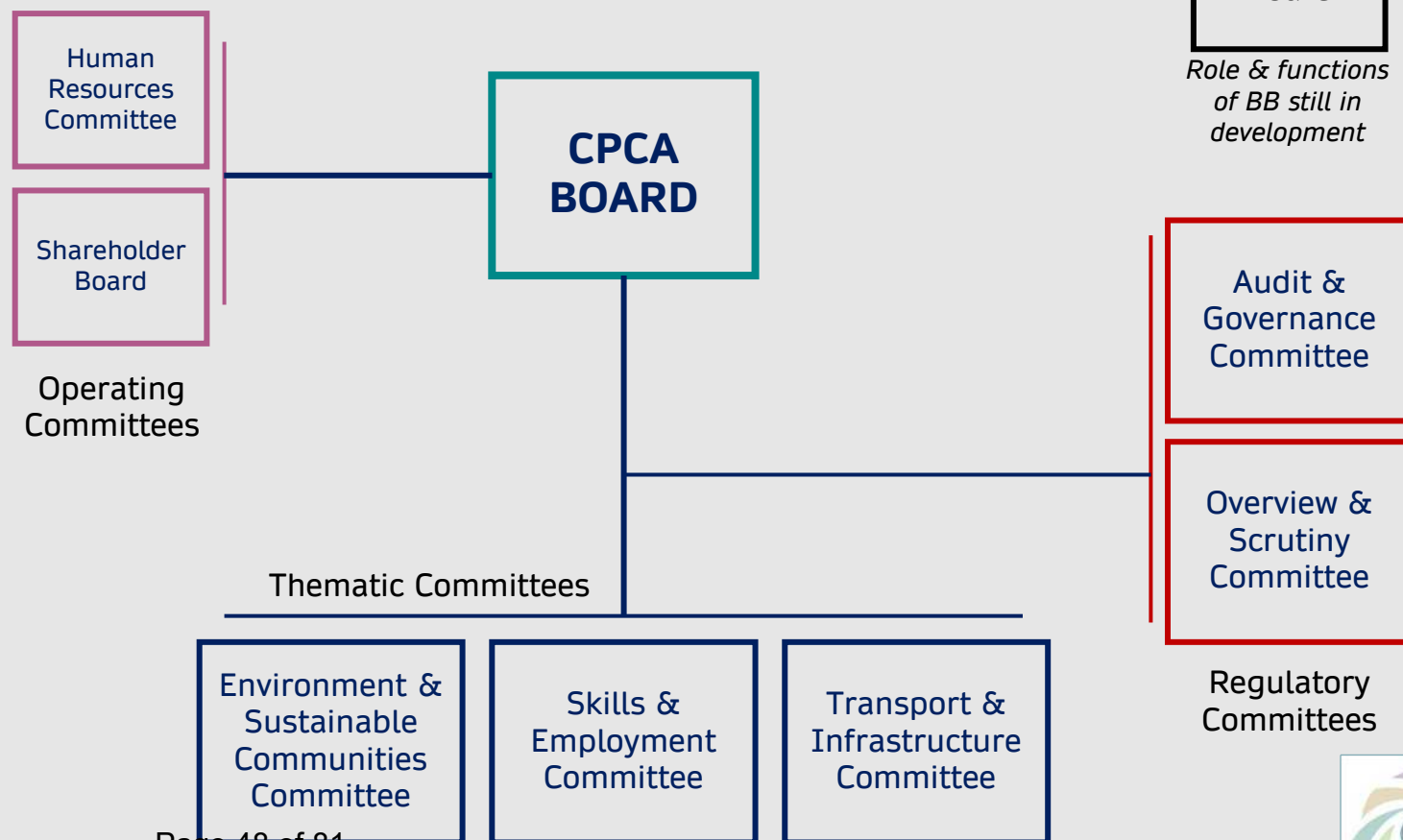
Educational
Advisory
Group

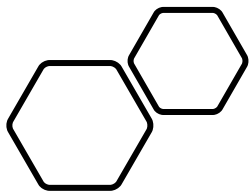
Finance
Advisory
Group

Regional
Monitoring
Officer
Group

- ❑ Support formal governance ensuring coordination, delivery and monitoring of actions plans
- ❑ Ensure appropriate links and communication channels are developed and maintained between constituent authorities, CPCA, key partners and government agencies
- ❑ sharing information and good practice as necessary to ensure effective joined up, cross-local authority boundary working and improved performance
- ❑ forward planning effectively, to ensure the timely consideration of issues and to allow for analysis of emerging opportunities
- ❑ 2-way information process to ensure Constituent Councillors are kept informed of CA activity

Formal Governance Structure





Improvement Framework: Core Roles for Overview & Scrutiny



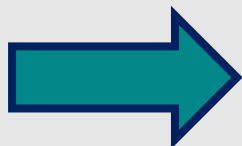


Improvement Framework

Core Roles for Overview & Scrutiny

The creation of new governance arrangements aligned to the Corporate Plan with supporting mechanisms in place, clear roles and responsibilities for Board/ Thematic Committees supported by the laying of clear foundations through the Corporate Plan will help the Overview & Scrutiny function establish its role and drive its core roles moving forward.

The work that has and is being undertaken through the Improvement Framework, with significant building blocks delivered or about to be agreed puts in place key opportunities for Overview & Scrutiny such as



- ❑ The clarity on strategic direction through the Corporate Plan with an aligned Medium Term Financial Plan (MTFP) creates the definition and data required to hold the Board to account in delivering its strategic objectives and the required budget
- ❑ The Clarity on Mayoral Ambitions creates the basis for holding the Mayor to account on delivering their manifesto
- ❑ The role of the Mayor, Portfolio Leads and Thematic Committees creates the basis for holding individuals to account
- ❑ Directorate Business Plans in support of the Corporate Plan provide the basis for performance scrutiny and identification of policy gaps
- ❑ The strategic focus role of Board will allow O&S to focus on pre-scrutiny of strategic decision-making supported by the clarity around the call-in function

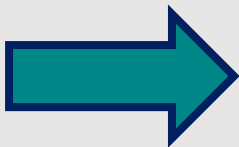




Improvement Framework

Core Roles for Overview & Scrutiny

These governance building blocks and opportunities will drive core roles for the Overview & Scrutiny function, supported by existing good practice and powers as follows:



Decision-Making Accountability	Strategic Performance Scrutiny
Mayoral Accountability	Policy Review
Corporate Plan/ MTFP Accountability	Deep Dives on matters of concern

The new governance arrangements + strategic building blocks of Corporate Plan/ Mayoral Ambitions + Frameworks such as a Performance Management Framework will generate the opportunity and data to feed the Overview & Scrutiny function.





Improvement Framework

Core Roles for Overview & Scrutiny

The core roles set out in this pack create options for how Overview & Scrutiny could be delivered.

These options must reflect the context in which Combined Authority Overview and Scrutiny should operate as set out in the Centre for Governance & Scrutiny guidance.

Scrutiny in combined authorities is distinct to that in local authorities.

Although legal powers and modes of operation are superficially similar, the demands of Mayoral Combined Authority (MCA) operations must lead to a significantly different approach

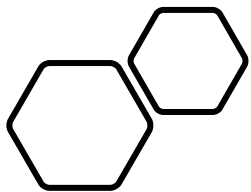
CfGS Guidance for Combined Authority Scrutiny

The distinct difference being that focus and activity at a Combined Authority level should be strategic given the strategic nature of being of a Combined Authority. **This should be at the forefront when considering options on how best to deliver Combined Authority Overview & Scrutiny.**

The options should also provide Overview & Scrutiny with an opportunity to add value to the entire ecosystem of the Combined Authority, seeking to make a real difference in 4 key areas within the Combined Authority as follows:

- ❑ **Accountability** – Ensuring decision-making is effective, aligned to strategic objectives and not taken in isolation
- ❑ **Performance** – review and oversight of performance against strategic targets and key indicators
- ❑ **Policy** – early involvement in decision-making and detailed review of performance can identify areas for policy development or existing policy gaps
- ❑ **Cross-Cutting issues of significant concern** - there will be issues which cut across a range of portfolios and across the CA and other organisation's' responsibilities as well as areas of significant regional public concern where scrutiny review is required





3 Improvement Framework: Options for delivering Overview & Scrutiny at the Combined Authority





Improvement Framework

Options for delivering Overview & Scrutiny at the Combined Authority

Option A: Enhanced Status Quo

Option A is for the Overview & Scrutiny arrangements to remain structurally as they currently are, utilising Rapporteurs to lead on items of focus, but also adapting practices to the new governance arrangements to better utilise data, strategy, plans and roles within the CPCA.

Core Activity

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Strategic Performance Review of Corporate Plan KPIs <input type="checkbox"/> Holding Mayor and Portfolio Holders to account for the delivery of priority area objectives set out in the Corporate Plan and Directorate Plans <input type="checkbox"/> Pre-Scrutiny of Board decision-making – utilising extended Forward Plan to identify upcoming decisions to examine in advance of decision being developed and taken <input type="checkbox"/> Utilising Call-In power if decisions have not been taken in accordance with the new principles of decision-making set out in the Constitution | <ul style="list-style-type: none"> <input type="checkbox"/> Mayoral Question Time – focus on progress in delivering on the Mayoral Ambitions and challenge on Strategic Objectives in role as Chair of the CPCA Board <input type="checkbox"/> Policy review when approached to undertake or if gap/ issue identified through performance review and decision-making accountability <input type="checkbox"/> Rapporteur review of areas of focus identified by the Committee <input type="checkbox"/> Focused meetings on cross- cutting matters and/or issues of significant concern <input type="checkbox"/> Focused budget scrutiny on MTFP alignment/ delivery and consultation <input type="checkbox"/> O&S adopt regional key principle to examine all decision-making through the lens of integrated decision-making, to drive out silo approaches <input type="checkbox"/> Rapporteur review of areas of focus identified by the Committee |
|---|---|





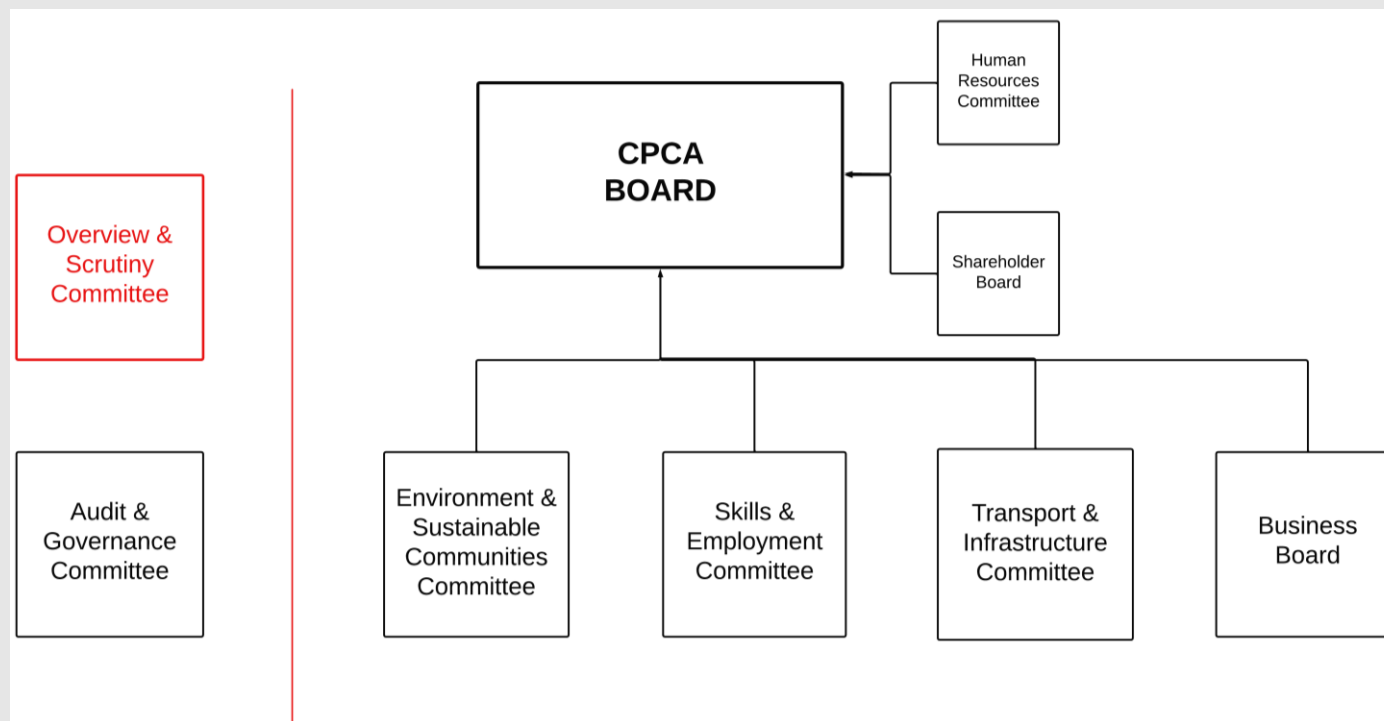
Improvement Framework

Options for delivering Overview & Scrutiny at the Combined Authority

Option A: Enhanced Status Quo

Core Activity

- ❑ Leads could be appointed to keep watching brief on each Thematic Committee/Priority Area within the Corporate Plan
- ❑ Estimated 6-8 meetings per year to reflect Board with additional MQTs
- ❑ Requires OSC Members to proactively review Performance Data/ Project Pipeline
- ❑ Pre-meeting process to identify Key Lines of Enquiry with the Scrutiny Officer





Improvement Framework

Options for delivering Overview & Scrutiny at the Combined Authority

Option B: Strategic Focused with Sub-Committee

Option B builds on the core activity set out in Option A but includes an additional scrutiny body, that being a sub-committee.

Scrutiny Sub-Committee

Sub-Committee membership would consist of the OSC Chair plus a scrutineer to represent each of the 4 priority areas within the Corporate Plan.

Sub-Committee Members would be required to work with the Scrutiny Officer on review of information and development of Key Lines Of Enquiry (KLOEs) to support the activity of the main Overview and Scrutiny Committee.

The O&S Committee would undertake the annual activity set out in Option A but with more of a focus due to the identification of specifics by the sub-committee

Scrutiny Sub-Committee Purpose

The purpose of the sub-committee would be to bring together a core group of scrutineers in order to:

- ❑ Review Strategic KPIs and identify performance matters to refer to the main Overview & Scrutiny Committee for more detailed review
- ❑ Review Corporate Plan and Business Plans to identify delivery matters to refer to the main Overview & Scrutiny Committee for more detailed review
- ❑ Keep watching brief on each Thematic Committee and/or Priority Area within the Corporate Plan and identify matters to refer to the main Overview & Scrutiny Committee for more detailed review
- ❑ Review financial reporting against MTFP to identify financial matters to refer to the main Overview & Scrutiny Committee for more detailed review
- ❑ Engage Constituent Authority Overview & Scrutiny Committees to identify any regional matters of concern or opportunities for review by CPCA Overview & Scrutiny

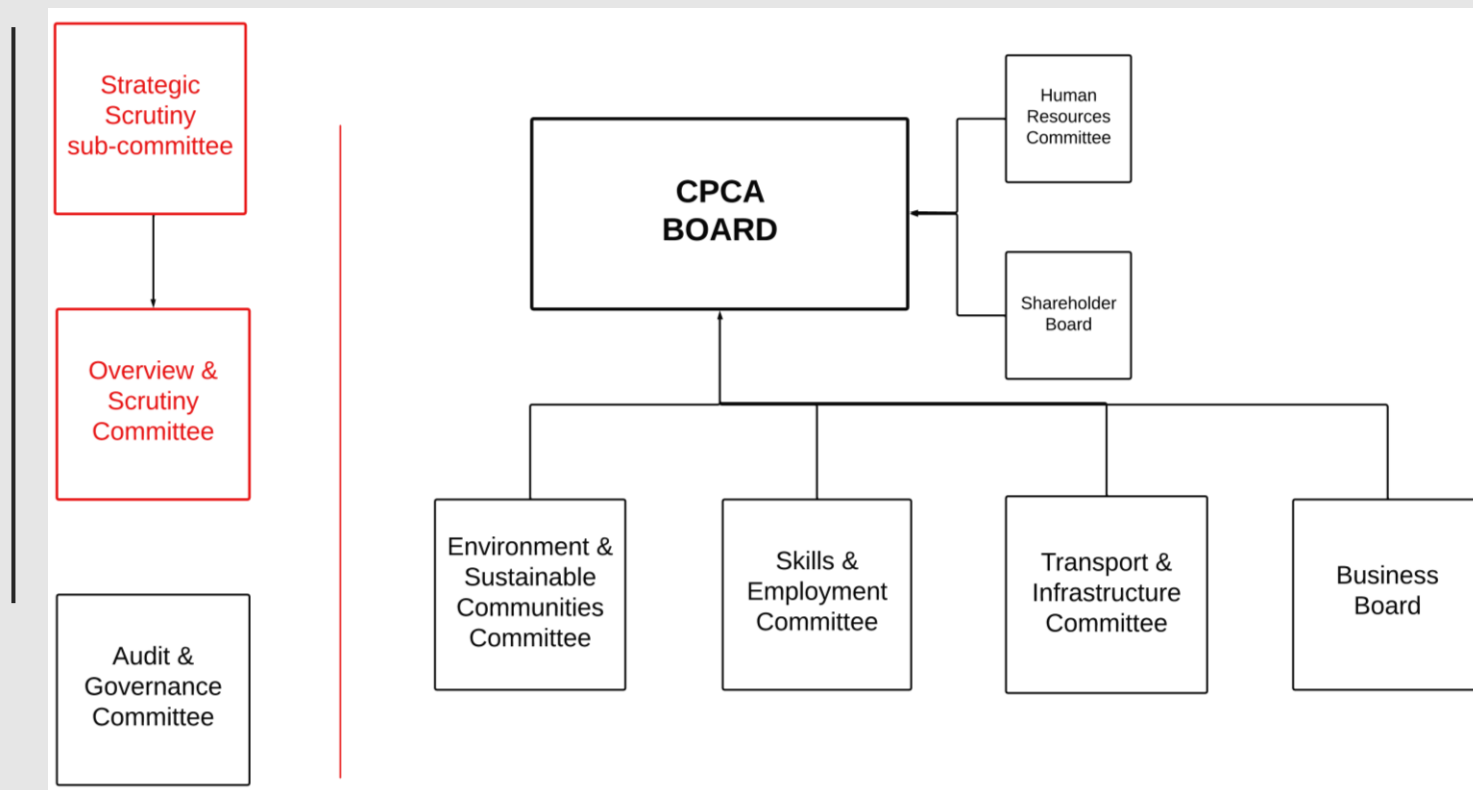




Improvement Framework

Options for delivering Overview & Scrutiny at the Combined Authority

Option B: Strategic Focused with Sub-Committee





Improvement Framework

Options for delivering Overview & Scrutiny at the Combined Authority

Option C: Strategic Focused with Deep Dive Reviews

Option C involves having a single Overview & Scrutiny Committee that focuses on core strategic agenda items, supported by the commissioning of Deep Dive reviews through task & finish groups to look at matters of significant concern.

Deep Dive Reviews

Dealing with high profile/ significant topics in a compelling and relevant way would provide one way to engage, and keep engaged, scrutiny members.

Topics would include matters of regional significance or public concern and/or significant performance/ policy concerns or opportunities.

Deep Dives also offer an opportunity to engage wider Constituent Authority scrutiny committee membership in addition to that of the OSC.

The O&S Committee would undertake the annual activity with Deep Dive reviews undertaken by small groups of OSC Members to examine key matters in more depth.

Core Activity

Core Activity would be focused on the items identified in Option A, such as:

- ☐ Strategic Performance Review of Corporate Plan KPIs
- ☐ Holding Mayor and Portfolio Holders to account for the delivery of priority area objectives set out in the Corporate Plan and Directorate Plans
- ☐ Pre-Scrutiny of Board decision-making – utilising extended Forward Plan to identify upcoming decisions to examine in advance of decision being developed and taken
- ☐ Utilising Call-In power if decisions have not been taken in accordance with the new principles of decision-making set out in the Constitution
- ☐ Mayoral Question Time – focus on progress in delivering on the Mayoral Ambitions and challenge on Strategic Objectives in role as Chair of the CPCA Board
- ☐ Policy review when approached to undertake or if gap/ issue identified through performance review and decision-making accountability





Improvement Framework

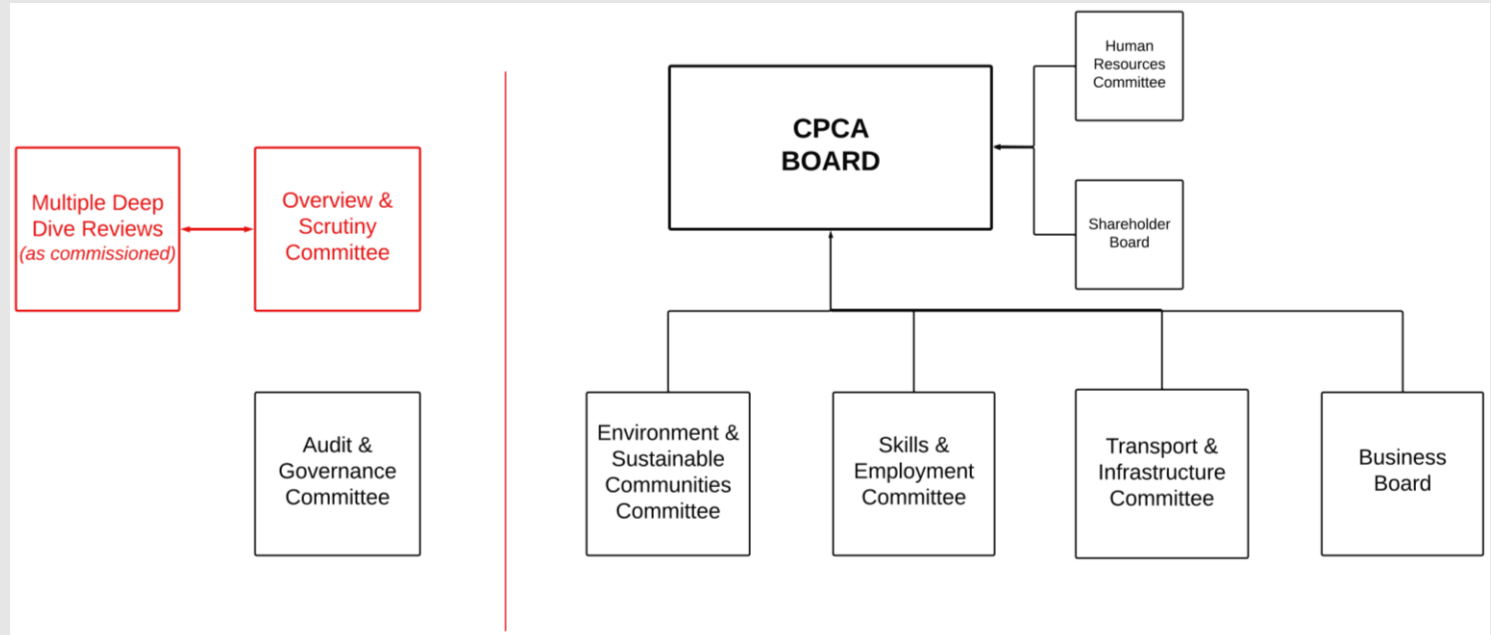
Options for delivering Overview & Scrutiny at the Combined Authority

Option C: Strategic Focused with Deep Dive Reviews

Option C is the preferred option of the Legal & Governance Team of the Combined Authority.

Option C provides strategic focus at Overview & Scrutiny Committee, creating opportunity for added value accountability and performance review.

Option C would seek to adopt a regional key principle to examine all decision-making through the lens of integrated decision-making, to drive out silo approaches



Creating Deep Dive review opportunities would allow cross-cutting issues and public issues of significant concern to have a scrutiny light shine upon them.





Improvement Framework

Options for delivering Overview & Scrutiny at the Combined Authority

Option D: Multiple Overview & Scrutiny Committees

Option D is based around having multiple Overview & Scrutiny Committees in order to create more focus on specific areas of Combined Authority business and key regional matters.

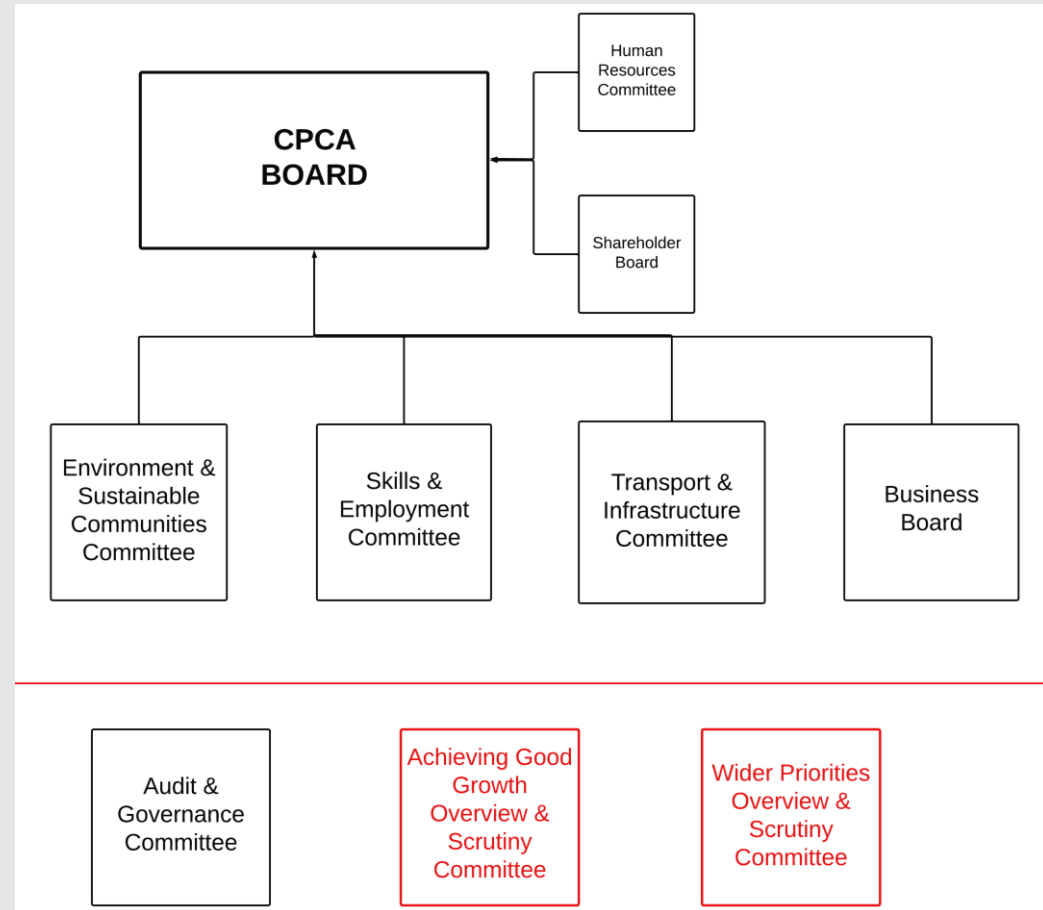
Such an option would build upon the core annual activity set out in Option A but with a Thematic focus.

Given that Achieving Good Growth is the priority focus for the Combined Authority this would be a clear area of focus for a Committee.

Given the financial position the CA is in an ongoing Finance scrutiny Committee could be another.

The other priority areas set out in the Corporate Plan could form the focus of another Committee.

It would be for the OSC to decide on specific focus under such an option and to consider the implications of additional Committees such as additional membership, meetings and burden of business on Overview and Scrutiny Members.





Focus for Overview & Scrutiny Committee meeting on 20 March 2023

The information set out in this pack is provided to help inform Overview and Scrutiny Committee Members in preparation for detailed conversation at the 20 March Committee meeting on how to deliver Overview & Scrutiny moving forward.

If the Committee can provide direction on preferred option of delivery, then Officers can build up detail of operating arrangements for Overview and Scrutiny in preparation for the start of the 2023/24 municipal year.

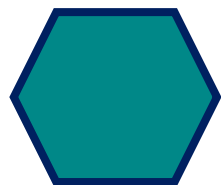
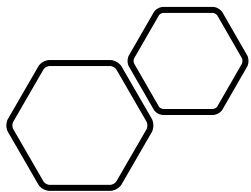
Once the CPCA Board Papers for its meeting on 22 March are published O&S Members will be able to review the Governance Arrangements report in more detail to aid their considerations.

Overview & Scrutiny Committee Members should also seek to provide a steer on the following matters:

- ☐ Does the Committee believe Rapporteurs have been successful? What needs to happen to better support Rapporteurs? Does the Committee wish to continue with Rapporteurs?
- ☐ Does the Committee wish to continue to meet 2 days prior to Board to keep pre-scrutiny focus?
- ☐ Does the Committee wish to meet in months that Board does not meet?

The agenda will be available via the following link: [CMIS > Meetings](#)





Appendices

Appendix 1: Potential Work Programme for Option C

Appendix 2: CPCA Strategy – Business Plan

Appendix 3: CPCA Agreed Values





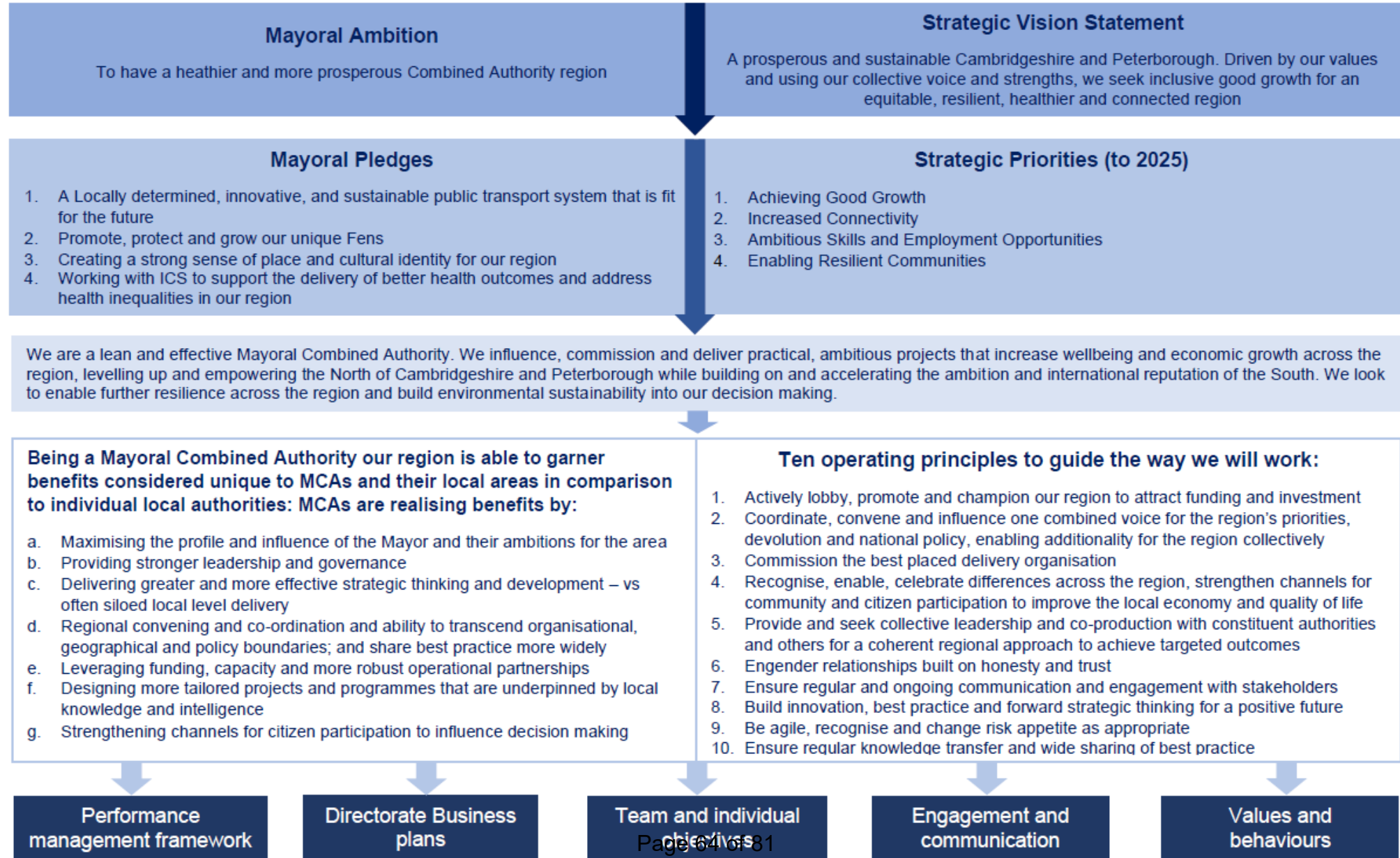
Appendix 1

Potential Work Programme for Option C [Preferred Option]

	June	July	September	November	January	March
Strategic Delivery	-	Achieving Good Growth Economic Growth Implementation Plan	Increased Connectivity Strategic approach to Bus Services-Franchising	Enabling Resilient Communities Climate Change	-	Skills & Employment Delivery of Lifelong learning and workforce skills
Strategic Performance	Corporate Plan Review of strategic performance against strategic KPIs	Achieving Good Growth Review progress of KPIs + Deliverables	Increased Connectivity Review progress of KPIs + Deliverables	Enabling Resilient Communities Review progress of KPIs + Deliverables	Corporate Plan Review of strategic performance against strategic KPIs	Skills & Employment Review progress of KPIs + Deliverables
Accountability	Mayor/ CEX How Corporate Plan/ Business Plans will deliver?	Mayor QT Mayoral Ambitions Review	Chair T&I Committee Review Priority Area + Cttee activity	Chair E&SC Committee Review Priority Area + Cttee activity	Mayor QT Corporate Plan + Mayoral Ambitions Review	Chair S&E Committee Review Priority Area + Cttee activity
Pre-Scrutiny	<input type="checkbox"/> Items as identified from review of Forward Plan <input type="checkbox"/> Review of CPCA Board Agenda Pack					
Budget Process	-	MTFP Financial scrutiny review	Draft Budget Review of draft Budget proposals	Budget Consultation Review of proposed consultation plans	Draft Budget Review of consultation results - proposed budget	-
Deep Dive	<input type="checkbox"/> Deep Dives as commissioned by Committee					
Additional	<input type="checkbox"/> Regular review of Forward Plan to identify pre-scrutiny topics <input type="checkbox"/> Call-in of Board decision(s) if required					



The Combined Authority Strategy and Business Plan: Our Golden Thread



Our Values



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



Collaboration

- We work together across teams and with our partners to achieve shared goals
- We listen, communicate and engage to understand and represent our communities as the combined voice of our region
- We build on our knowledge by being open to new ideas, external expertise and feedback



Integrity

- We are transparent, honest, trustworthy and reliable
- We acknowledge and learn from our mistakes and foster a no-blame culture that supports calculated risk
- We are inclusive, respectful, ethical and accountable



Vision

- We are clear and consistent about our purpose and how we add value
- We are passionate and deliver on our strategic aims and objectives
- We are forward-thinking and improvement-focused



Innovation

- We are pioneering and inspirational
- We are dynamic, proactively seeking new opportunities and embracing positive change
- We are ambitious yet realistic



Leadership

- We lead by example
- We recognise achievement
- We empower our communities and our people



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 7

Report title: Overview and Scrutiny Draft Annual Report

To: Overview and Scrutiny Committee

Meeting Date: 20th March 2022

Public report: Yes

From: Cllr Dupre
Chair of Overview and Scrutiny Committee

Recommendations: The Overview & Scrutiny Committee is recommended to

- a. Comment on the draft Annual Report of the Chair of Overview and Scrutiny Committee for 2022/23 (Appendix 1) before it is submitted to the Combined Authority Board.
- b. Approve the draft report subject to agreed changes.

Voting arrangements: simple majority of members present and voting.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

1. Purpose

- 1.1 The Overview and Scrutiny Committee has been in operation since May 2017. The Committee met seven times during the 2022/23 municipal year.
- 1.2 The Committee provides independent challenge and acts as a critical friend for the Combined Authority Board and the Mayor in their decision making.
- 1.3 The Draft Annual Report of the Chair of Overview and Scrutiny Committee is the work carried out by the Committee over the municipal year 2022/23. (Appendix 1.)

2. Background

- 2.1 It is considered good practice for Overview and Scrutiny Committee's to prepare an Annual report to be presented to the Combined Authority Board to inform them of work undertaken.
- 2.2 This Annual Report is a summary of the work Overview and Scrutiny (O&S) has done this year, what has worked well and what issues need further concentration next year.

3. Financial Implications

- 3.1 None

4. Legal Implications

- 4.1 None

5. Appendices

- 5.1 Appendix 1 – Draft O&S Committee Annual Report 2022-23



OVERVIEW AND SCRUTINY COMMITTEE

Annual Report:

2022/23

Contacts:

Chair: Cllr Lorna Dupre
lorna.dupre@eastcambs.gov.uk

Vice Chair: Cllr Alan Sharp
Alan.sharp@eastcambs.gov.uk

Scrutiny Officer:
Anne Gardiner
anne.gardiner@cambridgeshirepeterborough-ca.gov.uk

Combined authorities need strong governance to work well.... A part of that strong governance is overview and scrutiny' CfGS 2017.

FOREWORD FROM THE CHAIR & VICE CHAIR, COUNCILLOR LORNA DUPRE & COUNCILLOR ALAN SHARP

I am pleased to present the Overview & Scrutiny (O&S) Committee's Annual Report for the year 2022/23. I would like to thank the Members of the Committee for their hard work, knowledge and understanding of the issues that have come before the Committee, as well as the support they have provided to myself and the Vice Chair. I would also like to thank the various officers who have supported the Committee throughout the year, and the expertise of the contributors who have spoken to the Committee.

It has been a privilege to chair this Committee which scrutinises decisions and issues affecting the everyday lives of the people of the Combined Authority area. This report highlights the key work it has undertaken in the past year.

Conducting effective scrutiny will always require us to move beyond simple challenge, working instead as a critical friend to the Mayor and the decision-making Committees. As Members we are ambassadors for our own communities, and as such are able to give genuine local insight. Members of the Committee have worked constructively and positively to add real value to the areas the Committee has considered.

As a Committee we have looked at many issues including the Combined Authority's Local Transport Plan and the Combined Authority's budget, and I am particularly proud of how we have been reflective in our understanding of scrutiny. I should recognise that the Members of the Committee have given a significant commitment as many are also Members of parish councils, city or district councils and the County Council. I would like to particularly thank all those who have volunteered for Lead member and Rapporteur roles. I hope, and expect, that the level of commitment shown by Members of the Committee will continue in years to come and that our ambitions as a Committee can develop still further.

Cllr Lorna Dupre

Cllr Alan Sharp

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CONCLUSION10

INTRODUCTION

The Cities and Local Government Devolution Act 2016 specified that all Combined Authorities establish at least one Overview and Scrutiny Committee.

The CPCA O&S Committee was established by the Combined Authority in May 2017.

The role of the Overview and Scrutiny Committee is to:

- ❖ Review or scrutinise decisions and actions taken by the Combined Authority or the Mayor.
- ❖ Make reports or recommendations to the Combined Authority Board
- ❖ Make reports or recommendations to the Mayor: with respect to the discharge of any functions that are the responsibility of the authority and on matters that affect the authority's area or the inhabitants of the area;
- ❖ In the exercise of its functions set out in the Constitution, the power of the Committee shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of those functions.

The key benefits of Overview and Scrutiny at the CPCA may be seen as:

Providing an open and transparent forum in which to examine whether policies and strategies of the Combined Authority are meeting the needs of Cambridgeshire and Peterborough.

The Committee has the power of influence; it can make evidence-based recommendations that are informed by key stakeholders and partners of the Combined Authority, expert advice, public opinion and members experiences and knowledge – acting as a ‘critical friend’

The committee can challenge Combined Authority Board and the Mayor’s decisions. The Committee can ‘call-in’ a decision which has been made but not yet implemented. The Committee can:

- a) direct that a decision is not to be implemented while it is under review by the Committee, and
- b) recommend that the decision be reconsidered.

The O&S Committee’s Terms of Reference are at Annex A of this report.

MEMBERSHIP AND MEETINGS

Meetings

During 2022/23, the Overview and Scrutiny Committee met on the following dates:

- 13th June 2022
- 25th July 2022
- 17th October 2022
- 28th November 2022
- 10th January 2023
- 23rd January 2023
- 20th March 2023

The Committee met seven times in total and all meetings were quorate.

Membership

The membership comprises fourteen elected members with two members representing each of the Combined Authority's constituent councils. The political balance of the Committee reflects as closely as possible the political make up from across the County

The members for 2022/23 were:

Table 1: Councillor O&S Committee Membership 2022/23 as at 1st March 2023:

Labour	Conservative	Liberal Democrats
Cllr Smith (Cambridge City)	Cllr Coles (Peterborough City)	Cllr Atkins (Cambridgeshire County)
Cllr Robertson (Cambridge City)	Cllr Hassal (Huntingdonshire)	Cllr Harvey (South Cambs)
Cllr Iqbal (Peterborough City)	Cllr Neish (Huntingdonshire)	Cllr Van de Weyer (South Cambs)
	Cllr Goldsack (Cambridgeshire County)	Cllr Dupre (East Cambs)
	Cllr Hay (Fenland)	
	Cllr Miscandlon (Fenland)	
	Cllr Sharp (East Cambs)	

Lead Members

Under the current governance arrangements, decision making is distributed between the Combined Authority Board and the Executive Committees. There are three Executive Committees, Skills, Housing & Communities and Transport & Infrastructure. With significant decisions being taken by the Executive Committees, the Overview and Scrutiny Committee has a role in scrutinising the work of those Committees. In order to do so, appointed members of O&S lead in respect of the work of each Executive Committee.

This Committee have also appointed a Lead Member to reflect the Mayor's priority relating to Climate Change.

The Committee has also appointed on an interim basis two members to cover the CAM and the Bus Review as important issues that need to be monitored by the Committee.

Appointed Lead Members

Committee	Lead Member
Housing Committee	Cllr Aidan Van de Weyer
Transport Committee	Cllr Goldsack
Skills Committee	Cllr Coles and Cllr Miscandlon
Business Board	Vacant
Climate Change	Cllr Michael Atkins

Rapporteur Roles

Rapporteurs provide an opportunity for O&S members to gain information in an informal capacity, ensuring they are equipped with all necessary information to allow them to undertake scrutiny work in a timely way. One or two members will investigate a particular issue on behalf of the wider Committee and report back their findings.

Rapporteur Roles Assigned:

Topic	Rapporteur
Community Learning	Cllr Coles
Housing Review	Cllr Van De Weyer

KEY ACTIVITIES

Highlights

The O&S Committee's key actions and recommendations during the year included:

- ❖ The Committee received the recommendations from the Governance review and considered their role in relation to this. (Further detail provided within report)
- ❖ The Committee received regular updates on the Improvement Plan (further detail provided within report) for the Combined Authority and agreed a new work programme that reflected the importance of this work for the Committee moving forward by having Improvement as a standing item.
- ❖ The Committee held its second Mayor's Question Time on the 17th October 2022.
- ❖ The Committee approved a new budget scrutiny process.
- ❖ In addition to the Lead Members for the Executive Committees the Committee agreed to create a Lead member for Finance and Budgetary issues
- ❖ The Committee held an extraordinary meeting to discuss and make recommendations to the CA Board on the Budget Consultation. (Further detail provided within report)
- ❖ The Committee received and reviewed the Bus Strategy.
- ❖ The Committee received and noted the Climate Action Plan
- ❖ The Committee received and noted an update on the Local Transport Connectivity Plan and the Demand Responsive Transport project.

IMPROVEMENT WORK

The Committee's work this year has been largely dominated by the work being undertaken by the Combined Authority in response to the letter received from the External Auditors in June 2022.

The Authority's external auditors wrote to the Chair of the Audit & Governance Committee on 1 June 2022 to notify him of their judgement that a value for money risk exists in the form of significant weakness in Cambridgeshire & Peterborough Combined Authority's governance arrangements. The external auditor letter identified actions for the Authority to take.

It recommended that:

- ☐ ensuring the safeguarding of the Authority's staff was of paramount importance
- ☐ the Authority urgently ensure that it has sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities
- ☐ more formal intervention is required, and expeditious discussions with the Authority's sponsoring department to this end are time critical

The Committee have received updates from the Chief Executive Officer and Lead Officers for the Improvement Plan at all of their meetings since June and the Chairs of both O&S Committee and A&G Committee have been working closely with one another to monitor the work being done on the Improvement Plan.

Following their meeting in January the Committee made the following recommendations to the Combined Authority Board:

- a) On reviewing the new Governance arrangements that form part of the Improvement Plan, the Committee highlighted the need for Overview and Scrutiny to be fully integrated with the new Committee structure, and for Members to be fully engaged and informed.
- b) In order to fulfil a developing role, the information provided to the Overview and Scrutiny Committee needed to be much more timely. The move to a Forward Plan giving up to six months' notice of items of business was welcomed and would aid the Committee to look ahead for priority strands of work.
- c) There was concern about the possible risk of non-alignment of the LTCP with emerging Government guidance and although officers allayed concerns to a degree and stated that there were unlikely to be any surprises, the Board would need to be mindful of Governmental delays impacting the pace of the Improvement Plan's implementation in this regard.
- d) The Mayoral ambition statement and the CA's Corporate Strategy needed to be triangulated with the objectives of Government as without this alignment there was a danger that the funding to deliver projects would not be forthcoming.

- e) Given the focus on the Bus Strategy, more realistic timescales for bus franchising needed to be set. The Chief Executive outlined to Members that in two years' time the CPCA could be at the point of agreeing the business case for franchising but then there would need to be another period of time to implement plans and put in place the considerable number of staff that would be needed. The Chief Executive also referenced the need to factor in any unforeseen financial risk should the bus franchising operation not go to plan. This could further delay decision making or potentially derail the project if this underwriting of financial risk was not accepted by the CPCA. It was felt that this detail and nuance was not coming through in reports and documents
- f) The Committee noted the number of amber ratings in the report and would ask Board Members to consider whether they were content that these were just due to a change of scope and more realistic timelines, or whether there were any other issues that should be of concern.

GOVERNANCE REVIEW

Key Actions:

- The Combined Authority Overview & Scrutiny Committee is engaged to identify requirements for reporting in a scrutiny context
- The Overview & Scrutiny Committee place developing the function and its identity in a Combined Authority context at the centre of its 2022/23 work programme, examining the 4 workstreams identified within this review.
- The Scrutiny Call-in process as detailed in the Constitution be updated to require justification for a call-in request in line with the principles of decision making

In response to the recommendations within the governance review which have also been fed into the work being done on the Improvement plan, the Combined Authority have approved the creation of new governance arrangements aligned to the Corporate Plan with clear roles and responsibilities for the Board and thematic committees – these new arrangements will enable the Committee to establish its function within the CA and provide a clear focus moving forward.

BUDGET AND MEDIUM TERM FINANCIAL PLAN SCRUTINY AND CONSULTATION FEEDBACK

According to the CPCA Constitution the O&S Committee is a named consultee and therefore their feedback must be sought. The Committee agreed to hold an extraordinary meeting on the 10th January to enable the members to feedback within the consultation period.

The Committee resolved to submit the following recommendations to the Board as their formal response to the Consultation:

1. The CPCA Board should commit to maintaining at least the current level of spending on bus services for the next two years.
2. The Board is best placed to decide how to source this funding which would be c£14m. (£7m p.a) This commitment would give some assurance to residents that they can continue to travel to work and school, and to access services, and that the CPCA had a credible, fit for purpose transport system on which residents could depend. This guarantee on funding should be given whilst longer term solutions for delivering services, such as franchising, are explored.
3. The Board should be mindful that in the current climate bus operators could be expected to be further supported by CPCA subsidy and therefore maintaining the current level of spending did not necessarily guarantee the same level of services.
4. The Board should keep a particularly close eye on the risk of slippage on capital projects and review the work of Internal Audit so that where issues are identified they can establish how best to address and overcome them.
5. The Overview and Scrutiny Committee review in advance the process and methodology of any future proposed MTFP consultation. Oversight by the Committee will ensure that the questions asked are focussed and prioritise the CPCA's vision and strategy and will also allow Members to make recommendations to encourage greater engagement by the public.
6. If the organisation aspires to delivering more ambitious projects that will be reliant on government funding, then the budget for securing this funding needs to be increased.
7. The impact on social inequalities and the Environment should be evident in all CPCA funding decisions.
8. If the Board decide that a Mayoral Precept is the best option to raise funds then it should identify and guarantee what the money raised will be spent on. E.g. It has been identified that a precept of £12 per household at Band D council tax (with corresponding amounts for higher and lower bands) would raise the £3.5 million that it is estimated will be needed to maintain the current level of bus services.

CONCLUSION

Call Ins

There was no occasion for the use of call in this year.

Task & Finish Groups

The Committee did not set up any Task and Finish Groups this year; the Committee continued to appoint two members as rapporteurs to monitor the work done by previous groups.

Cllr Sharp – One CAM

Cllr Hay – Bus Review

MEMBER DEVELOPMENT

Member development focused primarily around budget briefing sessions and governance and improvement briefing sessions.

LOOKING FORWARD

At the March O&S Committee meeting the Committee received a report from officers providing a briefing on the new governance arrangements and options for how the O&S Committee to choose to operate within the new arrangements. The Committee were provided with 4 options and agreed that going forward they would operate *(to be inserted following decision of the Committee on 20th March 2023)*

Cllr Lorna Dupre

Chair

Overview and Scrutiny Committee

Cllr Alan Sharp

Vice Chair

Overview and Scrutiny Committee



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 10

Overview and Scrutiny Work Programme

To: Overview and Scrutiny Committee

Meeting Date: 20 March 2023

Public report: Yes

From: Anne Gardiner
Scrutiny Officer

Recommendations: The Overview and Scrutiny Committee is recommended to:

- a. note the draft work programme for June as shown at Appendix 1
- b. discuss items for the work programme for new municipal year .

1. Purpose

- 1.1 To request that the Committee discuss the suggested work programme at Appendix 1.

2. Background

- 2.1 In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.
- 2.2 In considering items for their work programme the Committee are requested to take into account the guidance published by the Centre for Governance and Scrutiny (CfGS) 'Overview and scrutiny in combined authorities: a plain English guide' (Second Edition) which states:

"That where the Committee takes a rigorous approach to prioritising its work, and only placing items on the work programme where they will clearly add value, and where they relate to scrutiny's role, the work programme will reflect that exercise."

2.3 That guidance continues with a section on approaches to shortlisting topics which states when shortlisting topics these “should reflect scrutiny’s overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme”. The kind of questions a scrutiny committee should consider, therefore, might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

2.4 Given the guidance in paragraphs 2.5 and 2.6 it is clear that the Committee should plan and manage their activities more effectively in order to ensure that there is ongoing development of the overview and scrutiny function. A key tenet of making improvements is to focus upon topic selection and produce more robust work programmes to underpin improved ways of working taking a realistic account of the resources available. Ultimately, Overview and Scrutiny Members will want to be in the position of exerting a proactive and positive influence upon what the Combined Authority does in practice.

2.5 While an agreed work programme will assist in managing committee activity, it should be recognised that unforeseen matters will arise from time to time that will affect Members’ ability to achieve the goals within an overall work programme.

3. Financial Implications

3.1 No financial implications

4. Legal Implications

4.1 No legal implications.

5. Appendices

5.1 Appendix 1 – Overview and Scrutiny Committee Draft Work Programme.

OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24

19 June 2023 @ tbc

Item:	Title:	Purpose:	Lead:
Standard Items:			
3	<input type="checkbox"/> Minutes		
4	<input type="checkbox"/> Public Questions		
9	<input type="checkbox"/> CA Forward Plan (inc Lead Member updates)		
10	<input type="checkbox"/> CA Board Agenda		
11	<input type="checkbox"/> Work Programme		
Improvement Items:			
	Improvement Plan Highlight Report	Review and challenge	Angela Probert
Accountability:			
	Mayor & Chief Executive to attend and discuss how Corporate Plan/Business Plans will deliver	Review and challenge	Mayor Nik Johnson CEX to be appointed
Other:			
	Appointment of Chair of the Committee		
	Appointment of Vice-Chair		
	Appointment of Lead Members (tbc)		