

March 2023**Proposed reframed Improvement Plan activity that takes account of:**

- Outstanding improvement activity to be delivered – that requires a continued corporate focus
- Additional improvement activity that reflects concerns raised by External Auditor and Best Value Notice (shaded)

To note: where outcomes set out in original improvement plan to Board in October 2022 have progressed sufficiently to move to business as usual; to be embedded and be contained within Directorate business plans and objectives, these are set out on page 6

Proposed reframed Improvement Plan activity March 2023		
Theme B Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this		
Project Outcomes:	Position – end of month 3	Next phase
B6 - The culture and operation of the CA supports it as an effective, high performing organisation.	Values and operating principles agreed at CA Board in January. Arrangements / systems across improvement programme not yet built and embedded	Keep as focus in reframed improvement Plan and build into objectives for Executive Team members

B7 - A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity.	<p>Revised structure in place at tier 2 Recruitment completed for Exec Director roles and commenced for CEX role</p> <p>Need to address the External auditor point about high number of interims- see B10</p>	<p>Focus on recruitment to vacant post and reducing the number of vacancies / roles covered by contract and temporary appointments</p> <p>Progress reported on quarterly basis to DHULC and External Auditor</p>
B8 - External partners recognise that the CA has a culture of effective engagement.	<p>Stock take in Feb/ March to assess perception of change which we use as a base line as this will be the end of the building blocks phase</p>	<p>Assessment to be completed and identified issues fed into the new phase of the improvement plan. The conclusion of which should be a survey of partners to assess change after a further 3 months (end of May 2023)</p>
	<p>Endeavour to achieve strong partnership working, built on consensus and shared vision.</p>	
New activity from IIB, EA, BVN		
B9 – as part of the Constitution review examine the representation on committees for independent councillors	<p>There are a number of independent councilors in the constituent authorities who are not part of a political group and therefore not considered for committee representation in the CA</p>	<p>Considerations of options available to address concerns.</p> <p>Paper to IIB and LSM by 30th June</p>
B10- Address the proportion of total staff that are interim staff employed by the CA	<p>SMT and CEO functions are recruited to – next phase is to address wider vacancies and temp appointments in Exec Team</p>	<p>See outcome for B7</p> <p>Set a max % target for proportion of non-permanent Exec Team HoS posts</p>
<p>Theme C To prioritise work to establish a long-term strategy for transport and buses and review the role and functioning of the Business Board.</p>		

New activity from IIB, EA, BVN		
C3 A review of the mitigations put in place in respect of on demand transport services- in response to concerns raised in the BV notice	Immediate concerns were addressed and noted by EA. Concerning procurement of on-demand transport services.	The next phase will focus upon review and implementation of recommendations, to be completed by June 2023
Theme 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.		
D1 - The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding	Workstream activity is largely in place and required coalescing into an agreed framework for future activity. CEX discussed options in Feb2023. Activity will be completed by end of June 2023 Stakeholder engagement underway including funding options	Keep in Improvement Plan as actions not yet complete. Scope fully agreed but no consensus on what the model could look like. Once this consensus is agreed and we have a model this will be moved to be part of workstream E
New activity from IIB, EA, BVN		
D2 Undertake an internal/external review of procurement processes and governance in response to concerns in the BV notice	Concerns raised within the Authority in respect of procurement of services to the Authority.	Review commissioned of procurement processes and governance commissioned and recommendations implemented

Theme E To design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities.		
<p>E1 - The Combined Authority develops a Single Assurance Framework that reflects agreed organisational values, drives standards and future proofs the organisation.</p>	<p>Now Corporate plan has been agreed this enables the proposed SAF (Single Assurance Framework) and PMF to be developed with constituent authorities. Best practice research is completed and options presented to CEX in February.</p>	<p>Keep as focus for Improvement activity as this links with focus from BV notice on procurement and project delivery and therefore additional reporting on progress required on monthly basis</p> <p>A preferred model will now be developed for approval</p>
<p>E2 - A robust and effective Performance Management Framework supports strategic framework and governance arrangements.</p>	<p>Research on best practice completed and models for consideration presented to CEX for their guidance and views</p>	<p>The next phase is the scoping, development and implementation of the PMF by the autumn of 2023. Until that data an interim PMF is being developed to provide increased assurance around project and programme delivery</p>
<p>E3 - A comprehensive Risk Management Framework is embedded within corporate governance arrangements.</p>	<p>The risk management audit has been received and implemented to address immediate issues Research on best practice completed and models for consideration presented to CEX for their guidance and views</p>	<p>The next phase will be the implementation of a revised risk management framework- To be scoped by PMO</p>
<p>E4 - In partnership develop an enhanced project management national best practice culture, training, and standards in support</p>	<p>This sequentially follows the adoption of a Single Assurance Framework in June</p>	<p>A comprehensive training package will be developed and budgeted for 2023/24 and will follow the adoption of a Single Assurance Framework in June</p>

of the Single Assurance Framework.		
E5 - Create a PMO (Programme Management Office) Offer to support delivery of E1 to E4 that reflects agreed organisational values with enhanced terms of reference and a strengthened corporate mandate.	This restructure will sequentially follow the adoption of a Single Assurance Framework in June	A full business case setting out the new expanded scope and role of the PMO will be developed in the spring of 2023. The business case to include: <ul style="list-style-type: none"> • Revised structure, roles and responsibilities agreed. • Revised structure and budget to reflect. • Revised JD/PS as appropriate.
E6 - Identify software requirements to support project and performance management approach based on regional need and in support of E1 to E5.	This commission will sequentially follow the adoption of a Single Assurance Framework in June	An interim PM framework has been scoped and is being developed by consultants- the timetable for this to be presented to CEX is April 2023 with implementation to follow after approval A comprehensive scope for the Scope for full revised software support to align to SAF and PMF will be agreed by June 2023 with implementation to follow in the autumn.
New activity from IIB, EA, BVN (and constituent CEXs)		
E7 – Introduce system and approach to report regularly on progress against plan on all key delivery projects	Significant delivery concerns in some of the programmes delivered by the Authority. Concern at the limited level of visibility and reporting on key projects	Ensure all current projects are mapped with clear deliverables and timelines Establish reporting against plan (outcomes and budget) Establish arrangements to manage risks and dependencies

Outcomes set out in original improvement plan to Board in October 2022 that have progressed sufficiently to move to business as usual, to be embedded and be contained within Directorate business plans and objectives

<p>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.</p> <p>A2 - Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.</p> <p>A3 - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA.</p> <p>A4 - The strategic policy framework for the CA is re-established.</p> <p>A5 - The mayor’s operating arrangements and appropriate office support are in place and fit for purpose.</p>	<p>B1 - The Board’s ways of working have been reset to enable it to operate in an effective and strategic manner.</p> <p>B2 - Executive Committee ways of working are reset to enable them to operate more effectively.</p> <p>B3 - Transitional Committee Structure implemented.</p> <p>B4 - Policy space for Board is developed and aligned to the policy development process.</p> <p>B5 - Informal governance mechanisms are in place that reset ways of working with constituents and partners.</p>
<p>C1 - A long-term strategy for Transport and Buses is in place that meets the growth needs of the CA area.</p> <p>C2 - The role and function of the Business Board is fit for purpose in line with Government recommendations.</p>	<p>F1 - The Combined Authority performs a demonstrable role in advocacy for the region.</p>