



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Improvement Programme Report

October 2022



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| Report for Period: | October 2022 |
| Improvement Programme Lead: | Angela Probert |

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1. Programme Overview

Chief Executive Overview

The programme arrangements are now in place to give a strong structure and capacity to deliver against agreed objectives. The contribution of the Chief Executive's Group is very much welcomed to add support, resources and to also provide challenge to individual themes.

To support and sustain the progress that is evidently being made on the nuts and bolts of the identified activity, it is important that changes and proposed ways of working are embedded throughout the combined authority to realise the longer term required culture change.

Whilst the Independent Improvement Board does not formally meet until mid-January informal discussions between the Chair and key stakeholders have been scheduled to provide the proposed support and challenge set out in the IIB terms of reference.

Improvement Programme RAG

| Workstream | This Period | Last Period |
|------------|-------------|-------------|
| A | | |
| B | | |
| C | | |
| D | | |
| E | | |
| F | | |

Overview & Scrutiny

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

Overview & Scrutiny is due to consider the Highlight Report on 28th November 2022

CPCA Board

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

CPCA Board is due to consider the Highlight Report on 30th November 2022

Audit & Governance Committee

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

Audit & Governance Committee is due to consider the Highlight Report on 2nd December 2022

Leading Programme Risks

| Risk ID: | Description (Cause & Impact): | Trend: |
|----------------------|---|--------|
| Work-Stream A | Not reaching consensus on overarching vision Mitigation: Ensure communication and engagement plan is in place | → |
| Work-Stream B | That the actions once completed do not sufficiently encourage or drive the cultural improvements required. Mitigation: will be the ownership of these by the chief execs group and Board which will then flow down through the organisation(s) | → |
| Work-Stream C | There is a risk that the LTCP will not align with the DfT's final guidance and will therefore not be fit for purpose. Mitigation: Continue to monitor the release of DfT's final guidance along with any other key messages that are available from the DfT and other relevant partners/organisations. | → |
| Work-Stream D | The income workstream has significant interdependencies and impacts with other workstreams. There is a risk that a lack of transparency and communication across the workstreams will negatively impact the efficacy of the outcomes related to income. Mitigation: Ensure continued and reliable communication between workstreams and the wider CA via effective Engagement Planning. | → |

Leading Look Ahead:

| Activity: | Period: |
|--|-----------------|
| Ongoing work on a revised corporate strategy and plan will continue. The outputs of the staff survey will be included in a draft set of values which will be shared at an all-staff conference before Christmas | By 31/12 |
| Interdependencies between workstreams will be further developed. Governance work will continue, strategic documents have been developed and will continue to be shared across Boards for approval. Values & Culture action points will be moving forwards with Staff Conference 08/12/22 Risk meetings taking place over the next 10 days to complete the Risk Register by end of week commencing 23/11 | By 31/12 |
| The updated draft Bus Strategy will enter the committee cycle, going to LSM, Transport Committee and finally Board at the end of November | By 31/12 |
| Mapping incoming funding streams to understand and record how these cascade to other areas of work. Workshop planned to refine and monitor project tasks/next steps. | By 31/12 |

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| Work-Stream E | <p>There is a risk that due to the amount of consultation required, and dependencies involved, that the Performance Management Framework and Assurance Framework are not delivered to the agreed timescales.</p> <p>Mitigation: Work through programme, meetings scheduled and critical path to find a way of delivering at the best pace whilst still ensuring effective consultation.</p> | → | <p>PMO resource gap analysis will be developed and taken to Executive Team in December – including proposed new PMO terms of reference.</p> <p>First draft of new Risk Management Strategy complete in late November.</p> <p>Performance management framework scoping document and consultation plan developed in November.</p> | By 31/12 |
| Work-Stream F | <p>There is a risk that even with an effective PR Function, the outcome of performing a demonstrable role in advocacy for the Region will not be met if the overarching strategy coming out of Workstream A is not fit for purpose i.e., the underlying key messages are not appealing/influential enough to support the PR Function.</p> <p>Mitigation: Work closely with Workstream A representatives to ensure key messages can support an effective PR Function.</p> | → | <p>Workshop planned to refine and monitor project tasks/next steps.</p> <p>Continued stakeholder engagement to identify and record elements of a successful PR Function.</p> <p>Soft market testing/research into software available for monitoring organisational credibility/central government opportunities.</p> | By 31/12 |

| Workstream A 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. | | | | | RAG Rating |
|--|--------------------|--------------------|---|---|-------------------|
| Outcome | This Period | Last Period | Achievements this Period | Plan for Next period | |
| A1 - A clear strategic plan for the CA is in place with deliverables to take CA from now until end of current Mayoral Term | | | <ul style="list-style-type: none"> A mapping exercise to identify all existing Board approved strategies and agreed priorities and objectives was completed in October | <ul style="list-style-type: none"> External engagement to begin - informal engagement early Nov, CEX group on 29/11/2022 and Leaders Strategy on 14/12/22. | |
| A2 - Organisational operating values and principles are in place that inform the approach the CA takes to how it operates | | | <ul style="list-style-type: none"> Engagement with the Mayor has taken place to outline the mayoral policy agenda priorities for the rest of current term | <ul style="list-style-type: none"> Revised Corporate Strategy to be drafted by the end of November. | |
| A3 - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA | | | <ul style="list-style-type: none"> A workshop with staff took place on 1 November where the outline proposal was shared. Input was sought as part of a broader engagement plan | <ul style="list-style-type: none"> Mayoral Ambition Strategy to be drafted by end of November. | |
| A4 - The strategic policy framework for the Combined Authority is re-established | | | <ul style="list-style-type: none"> Output from the staff survey on values and behaviours has commenced | <ul style="list-style-type: none"> Values/principles piece of work to be drafted following output from staff survey. Staff will be engaged in this process through a number of opportunities. This will commence via a staff conference in December. | |
| A5 - The mayor's operating arrangements and appropriate office support is in place and fit for purpose | | | <ul style="list-style-type: none"> The staffing structure for the Chief Executives office, and support for the Mayor has been agreed and recruitment commenced The executive team senior structure has been agreed and job descriptions drafted | <ul style="list-style-type: none"> Recruitment to Exec team and Chief Executive's Office (including support to the Mayor) to continue during November. | |
| Workstream Lead comments: Actions are on course to be delivered as per action plan and as such the overall RAG status has been judged as Green. | | | | | |

Workstream CEX Lead comments: To follow

Workstream B

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

RAG rating

| Outcome | This Period | Last Period | Achievements this Period | Plan for Next Period |
|--|-------------|-------------|--|--|
| B1 - The Board's ways of working have been reset to enable it to operate in an effective and strategic manner | | | <ul style="list-style-type: none"> Review of Governance conclusions regarding Board and Committee ways of working and CPCA Devolution Deal | <ul style="list-style-type: none"> Development of the scheme of delegation including & excluding the proposed Investment Committee to be completed for CA Board January '23 |
| B2 - Executive Committee ways of working are reset to enable them to operate in a more effective manner | | | <ul style="list-style-type: none"> Review of scheme of delegations undertaken | <ul style="list-style-type: none"> Development of the Risk Register – to be completed by w/c 23/11/22 |
| B3 - Transitional Committee Structure implemented | | | <ul style="list-style-type: none"> Member friendly report template developed (now being tested with Members) | <ul style="list-style-type: none"> Wider Engagement Plan to be confirmed AP/PS/EB to work this up |
| B4 - Policy space for Board is developed and aligned to the policy development process | | | <ul style="list-style-type: none"> Revised arrangements for meeting cycle and forward plan proposed to Executive Team | <ul style="list-style-type: none"> CEx & Member engagement – Project Lead to be included in the engagement meeting with Cllr Smith |
| B5 - Informal governance mechanisms are in place that reset ways of working with constituents and partners | | | <ul style="list-style-type: none"> Options for transitional committee structure developed – Lead Member for Governance engaged on early proposals | <ul style="list-style-type: none"> Staff briefing to be developed on Workstream progress |
| B6 - The culture and operation of the CA supports it as an effective, high performing organisation | | | <ul style="list-style-type: none"> Initial steering committee proposals to support transitional committee structure developed | <ul style="list-style-type: none"> Overlay the stakeholder engagement and relationship management into the critical path JT has developed |
| B7 - A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity | | | <ul style="list-style-type: none"> Engagement session with Lead Member for Governance and Statutory Deputy Mayor undertaken arrangements being made to engage Mayor | |
| B8 - External partners recognise the CA has a culture of effective engagement | | | <ul style="list-style-type: none"> Discussions with A&G and O&S Chairs regarding improvement focused work programmes for 22/23 undertaken | |

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| | | | <ul style="list-style-type: none"> Meeting with CEX lead to establish support moving forward and seek feedback on initial committee structure thoughts <p>Actions are on course to be delivered as per action plan and as such the overall RAG status has been judged as Green.</p> | <ul style="list-style-type: none"> Identify interdependencies between Workstream B and other workstreams, and establish mitigation actions Overlay interdependencies on the Critical Path |
| Workstream Lead comments: The quantitative actions in this workstream, establishing structures and ways of working are on course as is the establishment of the senior leadership structure. Those that then flow from the establishment of these structures; B6 and B8 will follow from this. | | | | |
| Workstream CEX Lead comments: There has been improvement but still early days. | | | | |

| Workstream C | | | | RAG rating |
|--|-------------|-------------|--|--|
| Prioritise work to establish a long-term strategy for transport, buses and review the role and functioning of the Business Board. | | | | |
| Outcome | This Period | Last Period | Achievements this Period | Plan for Next Period |
| C1 - A long-term strategy for Transport and Buses is in place that meets the growth needs of the CA area. A clear strategic plan for the CA is in place with deliverables to take CA from now until end of current Mayoral Term | | | <ul style="list-style-type: none"> Work underway to take initial Bus Strategy, updated plan and framework to Transport Committee in November 2022 then to CA Board for approval at the end of November 2022 LTCP workshop with meeting with TIC members and Leaders to be held on Friday 11th November – significant milestone in the development and revision of the Plan – allowing Members to outline which planning tools should be incorporated in the revised document. Rewritten sections of the LTCP (reflecting on consultation feedback) currently underway. Metro Dynamics has been commissioned to do a Business Board review, and the results of this review are | <ul style="list-style-type: none"> Review of interrelated internal and external strategies and impact. Updated draft Bus Strategy going to LSM, Transport Committee and Board (End Nov). Workshop planned to refine and monitor project tasks/next steps. |

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| C2 - The role and function of the Business Board is fit for purpose in line with Government recommendations | | | <p>due imminently. Metro Dynamics were also asked to undertake a deeper dive into the future role and function of the Business Board, and this is due in December.</p> | <ul style="list-style-type: none"> • Review of Business Board findings (finalised) from Metro Dynamics. |
| <p>Workstream Lead comments: The workstream is on track for all actions however the Local Transport and Connectivity Plan that has been drafted should be underpinned by the DfT finalised guidance which is not yet available. If there are any significant differences between the two, then the LTCP may not be fit for purpose.</p> | | | | |
| <p>Workstream CEX Lead comments: There are three separate pieces of activity in this work stream two of which are interconnected. No particular issues or risks have been communicated to me at this stage on any of the projects.</p> | | | | |

| Workstream D 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 | | | | | RAG rating |
|---|-------------|-------------|---|---|------------|
| Outcome | This Period | Last Period | Achievements this Period | Plan for Next Period | |
| D1 - The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding. | | | <ul style="list-style-type: none"> Fully explored the impact of funding changes with the CA Board, Leaders Strategy Meeting and relevant committees for the 2023/24 business planning process to develop the MTFP Consideration being given to the development of a “bid” team. Understanding why bids and submissions have “failed” in the past being examined to ensure lessons are learned | <ul style="list-style-type: none"> Consider the development of central area for information sharing and listing funding pots/bid details (SharePoint). Mapping funding streams incoming details and how these cascade to other areas of work. Review past failed bids to identify failure points and reasons and learn from these. Workshop planned to refine and monitor project tasks/next steps. | |
| Workstream Lead comments: Reviews of funding streams continue to be mapped and a relevant matrix developed to illustrate this and support the project outcomes moving forward. The key item of work being considered is the further development of a Bid Team/Function to control and monitor this crucial financial element of the CA. A challenge will be provided by HDC and SCDC experts and the Combined Authority will be looking to utilise other external expertise. | | | | | |
| Workstream CEX Lead comments: The workstream seems to limit itself to a bid team. I am not sure where a mayoral precept as a concept sits, but presumably this is an income stream. | | | | | |

| Workstream E | | | | | RAG rating |
|---|-------------|-------------|---|---|------------|
| Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities | | | | | |
| Outcome | This Period | Last Period | Achievements this Period | Plan for Next Period | |
| E1 - The PMO has refreshed Terms of Reference for Programme Office including a resource plan that matches its enhanced role in the organisation | | | <ul style="list-style-type: none">Refreshed terms of reference drafted for officer review in NovemberScoping of Performance Management framework commenced. An officer workshop chaired by the workstream lead will be held in November ahead of drafting a revised Framework.Implementation of the Risk Pathfinder Review (also a key priority within the review of governance) is underway with 4/9 actions now completedCorporate Risk Management training and risk appetite assessment to be developed. This includes workshops with Executive Team and A&G Committee members which have been scheduled for December – the proposals to then be shared with CPCA Board members. Risk management training for the wider CPCA organisation and CPCA Subsidiary will also be set up.Procurement for the Performance Management software procurement is underway following successful soft market testing exercise in October. Three suppliers have registered interest in the tender exercise. The formal procurement exercise will begin in December with CPCA procurement already engaged.A research exercise is underway with regards to implementing a more efficient system for collation and presentation of performance information for the organisation and partners, leading to a draft performance management framework.The PMO terms of reference are being updated to reflect an enhanced corporate mandate including M&E, training etc. To scope these, a gap analysis is currently being produced. | <ul style="list-style-type: none">All Risk Pathfinder actions will be either complete or almost complete by December. | |
| E2 - A robust and effective performance management framework is in place | | | | <ul style="list-style-type: none">Corporate risk training completed in December, including risk appetite assessments. | |
| E3 - The organisation has a comprehensive Risk management process embedded in the corporate governance framework. | | | | <ul style="list-style-type: none">First draft of new Risk Management Strategy complete in late November. | |
| E4 - Corporate Project Management regime and culture embedded across the CA . | | | | <ul style="list-style-type: none">Performance management framework scoping document and consultation plan developed in November. | |
| E5 - Soft market testing exercise to be undertaken with regards to the procurement of bespoke project management software to allow access to performance information to be improved. | | | | <ul style="list-style-type: none">Specification developed and out to tender for performance management software following the completion of the soft market testing.PMO resource gap analysis will be developed and taken to Executive Team in December – including proposed new PMO terms of reference. | |
| Workstream Lead comments: The workstream is making good progress in line with the agreed actions, there is high confidence that the majority of actions will be completed by January 23. The RAG remains amber due to the amount of work involved with the Performance Management Framework actions and a risk of not meeting agreed timescales - | | | | | |

particularly due to the extensive consultation involved and the dependency on actions within Workstream A (Strategic Plan). We will monitor those risks closely over the next few weeks.

Wider concerns exist that the Workstream does not include specifics regarding the Assurance Framework and CAs approach to project/ programme lifecycle including approvals. Elements of this will be picked up in Workstream B as part of the governance framework with required improvements, changes, amends to the Assurance Framework being driven through this workstream.

Workstream CEX Lead comments:

Endorse the comments made by the workstream lead and thank CPCA officers for their hard work on this part of the improvement plan to date. There is still further work to be undertaken and a strong commitment to ensure there is the appropriate engagement with the Improvement Board, Political Leaders and Chief Executives as this work continues.

| Workstream F | | | | | RAG rating |
|--|-------------|-------------|--|---|------------|
| Map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation | | | | | |
| Outcome | This Period | Last Period | Achievements this Period | Plan for Next Period | |
| F1 - The Combined Authority performs a demonstrable role in advocacy for the region. | | | <ul style="list-style-type: none"> • Work continues on mapping the approach, capacity and arrangements needed to support an effective public-relations and influencing operations by end of November • A small working group to take actions forward has been developed • A Plan-on-a-Page has identified three phases to build effective public relations and influence operational delivery across the mayoral term • Engagement with different stakeholders, including the Local Government Association (LGA) to help identify best practice has taken place. • Workstream sponsor shared his view on the purpose of the CA, the importance of a single narrative for 'place' and key messages we need to communicate. | <ul style="list-style-type: none"> • Research into best practice across various organisations to define 'what good looks like'. • Workshop planned to refine and monitor project tasks/next steps. • Continued stakeholder engagement to identify and record elements of a successful PR Function. • Soft market testing/research into software available for monitoring organisational credibility/central government opportunities. | |

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| | | <ul style="list-style-type: none"> • Contact with other stakeholders and exemplars of good practice will continue during early November. | |
| Workstream Lead comments: A great deal of research into what a good PR function looks like for other organisations has been ongoing. The next steps are to consolidate this learning, undertake a gap analysis exercise and work out how we can move the CA forward so that we have an efficient PR operation embedded throughout. Imperative to the success of this workstream are the overarching strategic messages from Workstream A – these must fully support a vision and portrayal of advocacy and efficiency for the CA. | | | |
| Workstream CEX Lead comments: The initial scoping and work that has been undertaken to define this workstream is appropriate. Advice in respect of best practice organisations with robust and effective public affairs and campaign functions has been provided and a further checkpoint meeting with the workstream lead to review progress has been organised. The importance of the alignment between an effective Public Affairs / Public Relations approach and the delivery/policy teams within the CA remain critical to ensure future success in this area. | | | |

3. Additional data

Click on the following links to access information:

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| Risk Register: | Available as required |
| Workstream specific Highlight Reports: | Available as required |