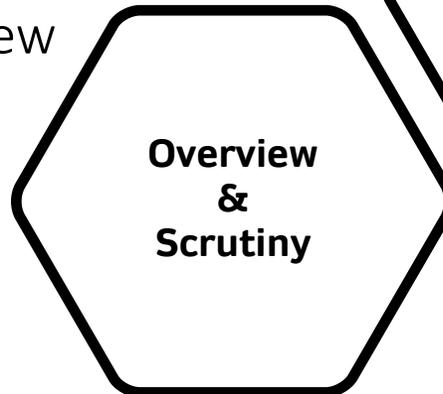


Context and Options for delivering CPCA Overview & Scrutiny

Information pack for CPCA Overview
& Scrutiny Committee Members



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.

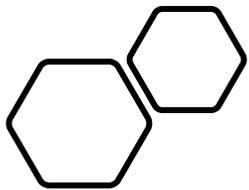
Information Pack

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

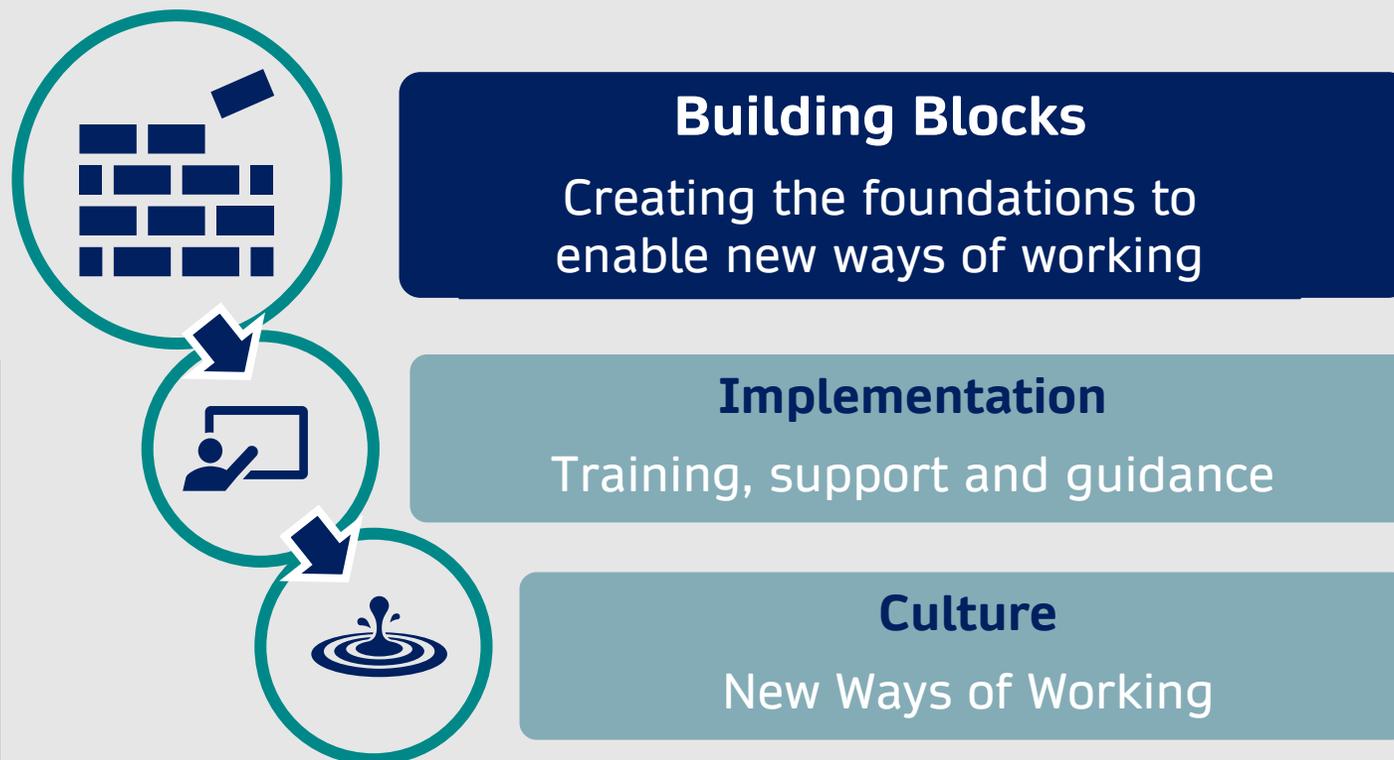


Improvement Framework

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 Kerlake 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

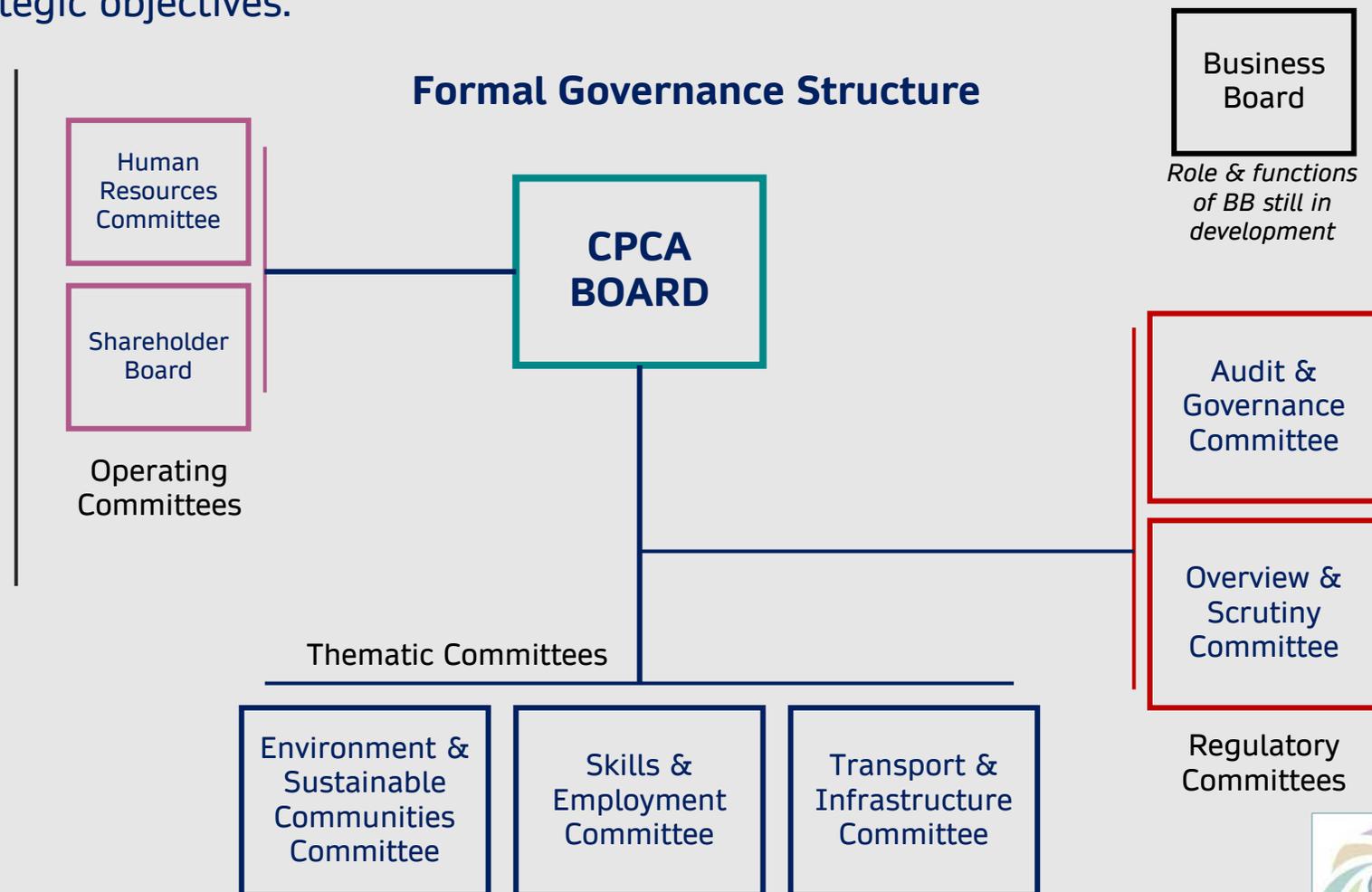
Educational Advisory Group

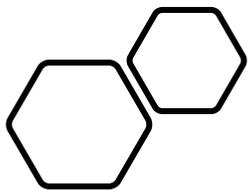
Finance Advisory Group

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

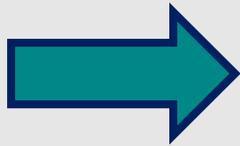




Improvement Framework

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

Mayoral
Accountability

Corporate Plan/ MTFP
Accountability

Strategic
Performance Scrutiny

Policy
Review

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

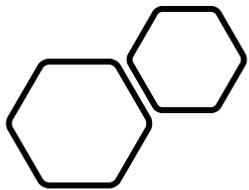
CfGS Guidance for Combined Authority Scrutiny

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





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

- ❑ 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
- ❑ Rapporteur review of areas of focus identified by the Committee
- ❑ Focused meetings on cross-cutting matters and/or issues of significant concern
- ❑ Focused budget scrutiny on MTFP alignment/ delivery and consultation
- ❑ O&S adopt regional key principle to examine all decision-making through the lens of integrated decision-making, to drive out silo approaches
- ❑ Rapporteur review of areas of focus identified by the Committee





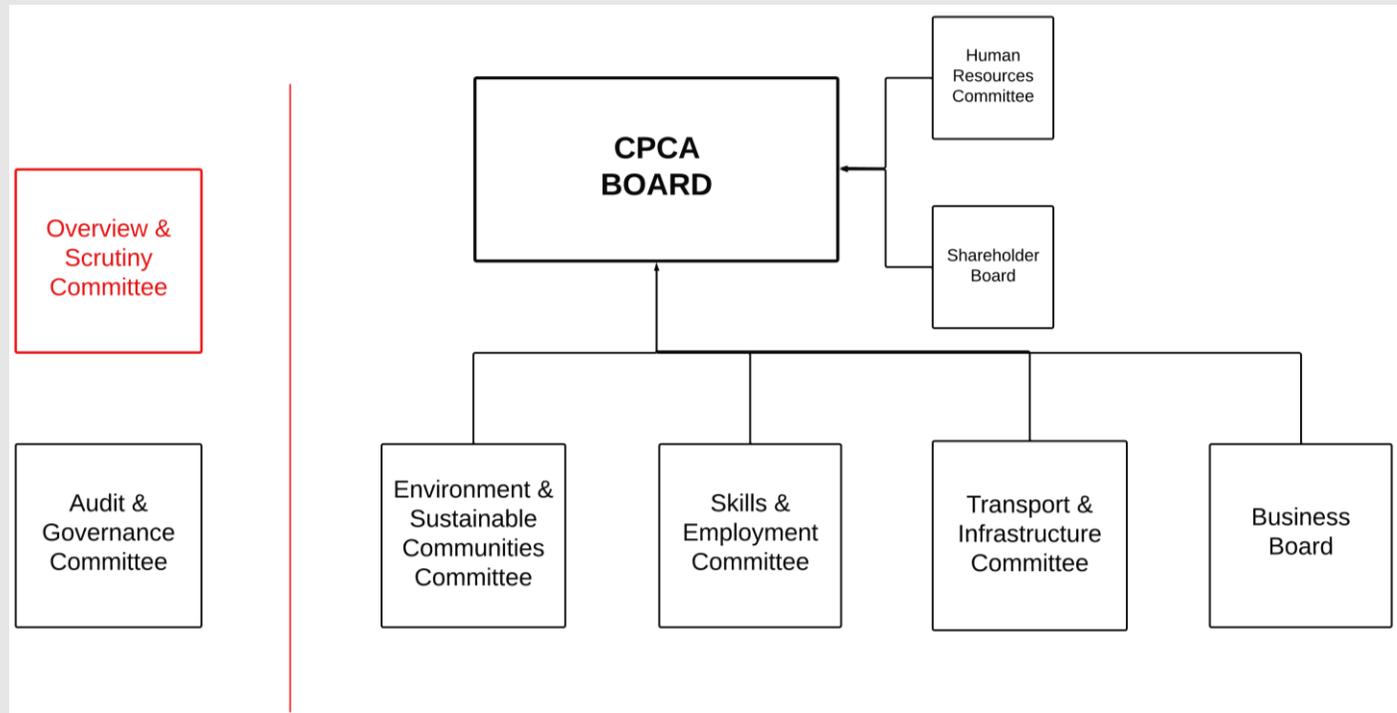
Improvement Framework

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

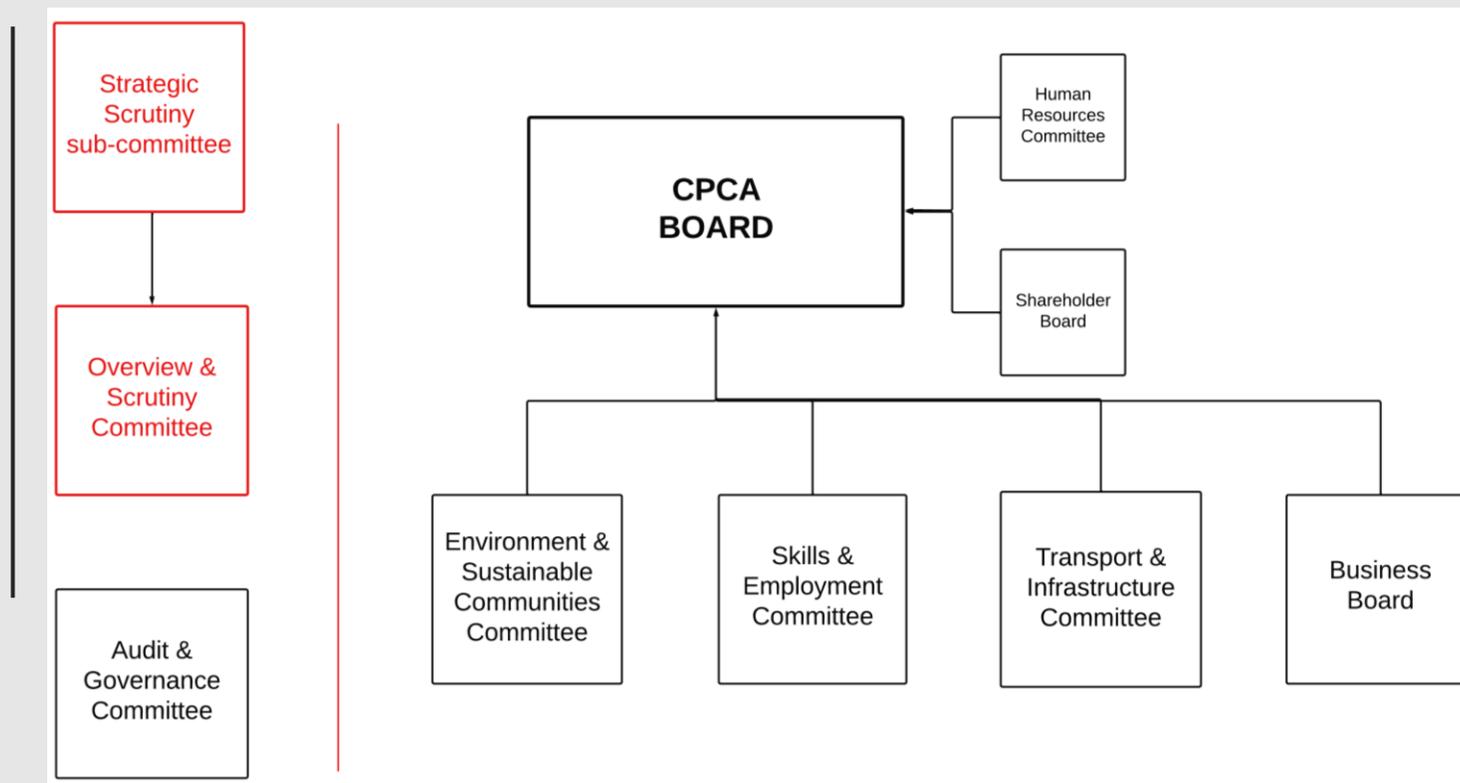




Improvement Framework

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

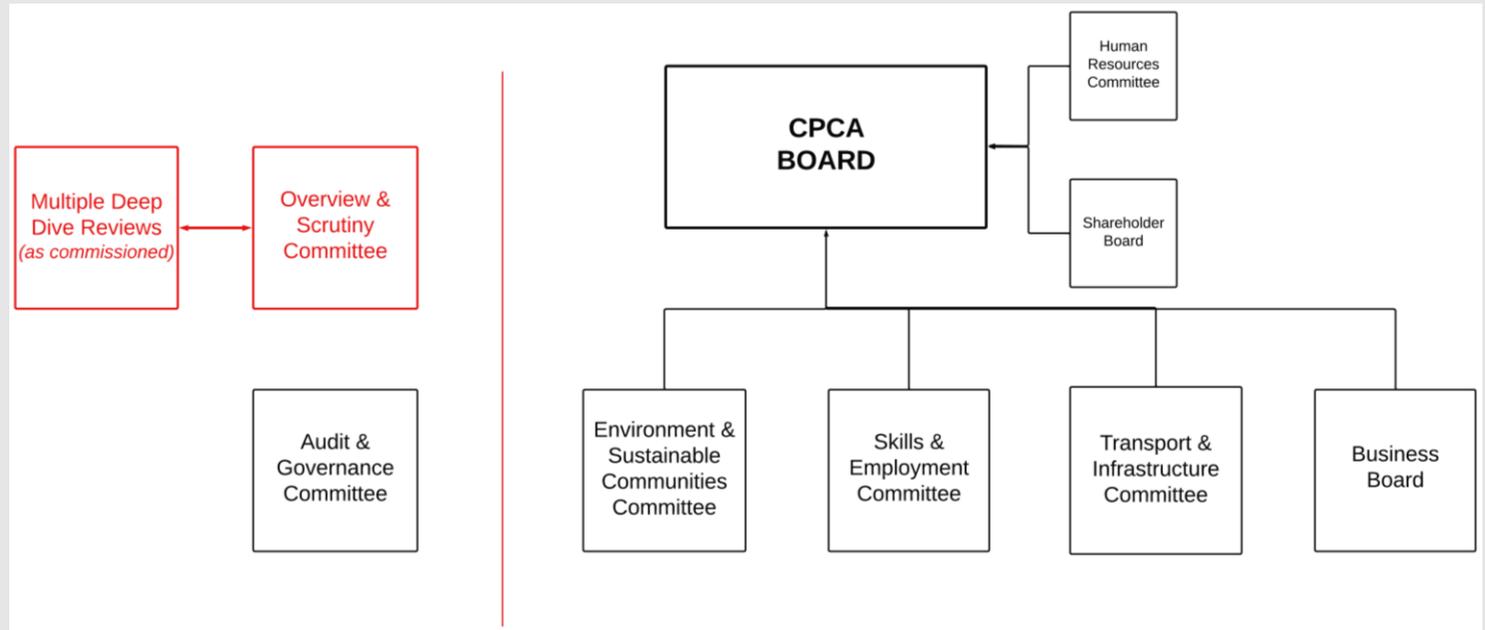
Options for delivering Overview & Scrutiny at the Combined Authority

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.

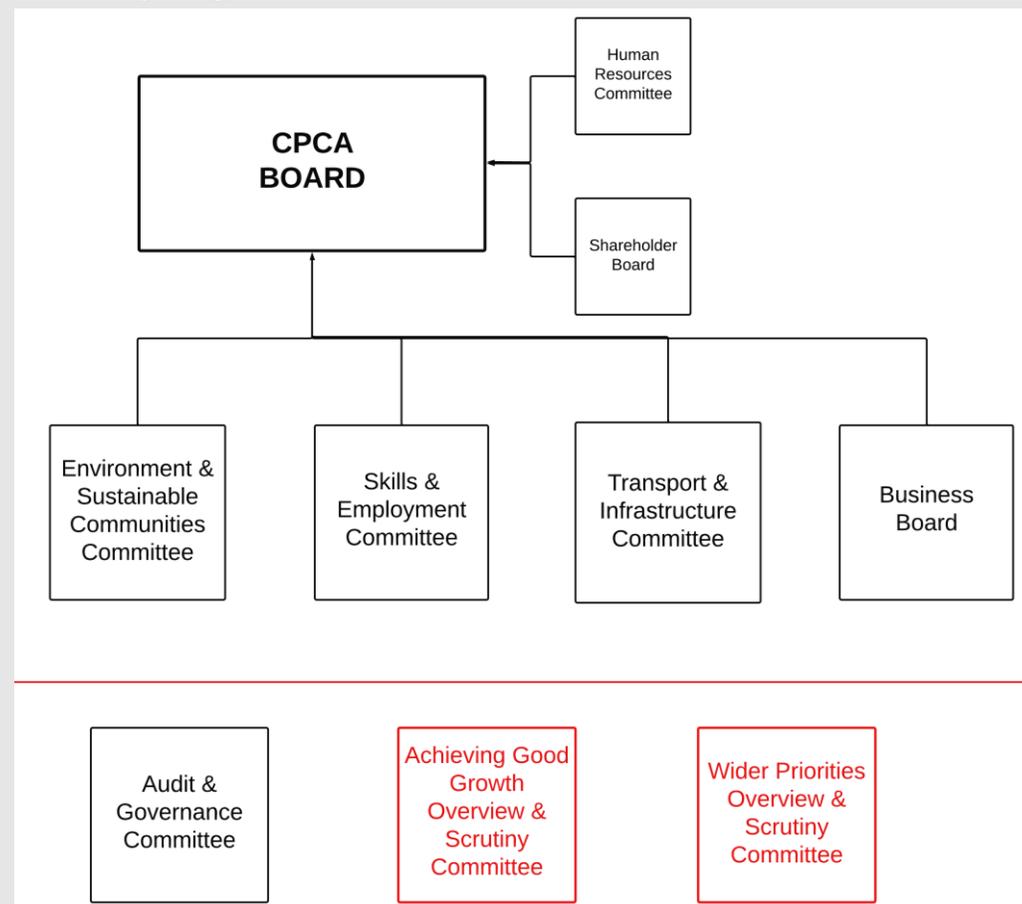
Such an option would build upon the core annual activity set out in Option A but with a Thematic focus.

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.

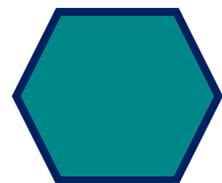
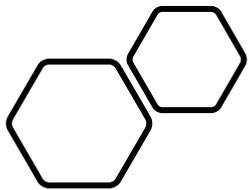
Once the CPCA Board Papers for its meeting on 22 March are published O&S Members will be able to review the Governance Arrangements report in more detail to aid their considerations.

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

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?





Appendices

- Appendix 1: Potential Work Programme for Option C**
- Appendix 2: CPCA Strategy – Business Plan**
- Appendix 3: CPCA Agreed Values**





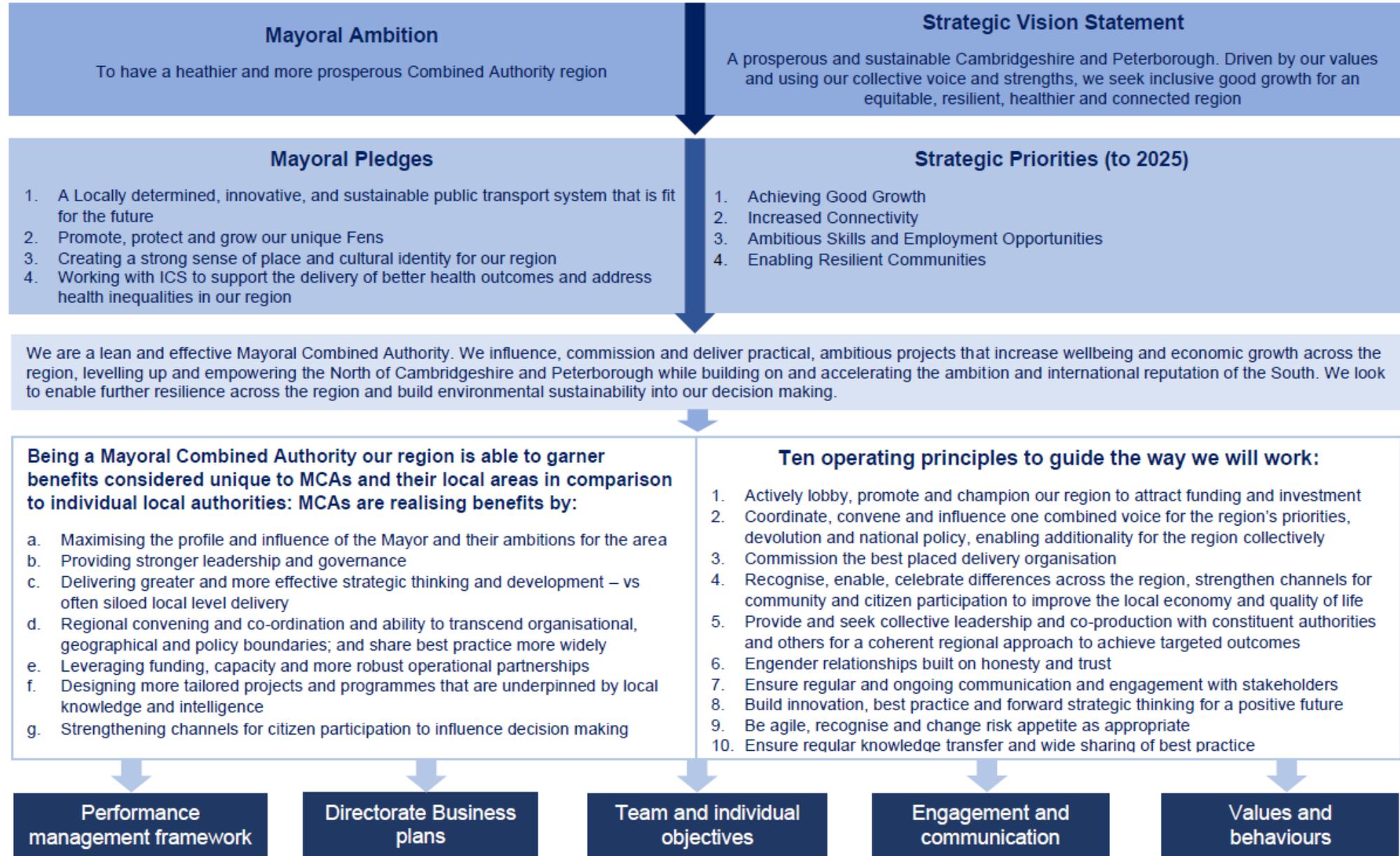
Appendix 1

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