

APPENDIX 2: Confidence, Culture and Capacity Deep Dive

The key outcomes for this workstream are to;

1. establish a strong direction for the Combined Authority via clearly defined **ambitions and priorities**
2. foster a positive work culture for staff and members based on shared **values and behaviour**
3. develop high-quality and effective **leadership** at all levels
4. ensure there are coherent plans in place which identify workforce requirements and how they will be delivered, through the establishment of robust **recruitment, retention, reward and resourcing** policies

1. Ambitions and Priorities

Description:

This area of work seeks to clearly define and achieve the ambitions and priorities of the Combined Authority, providing a roadmap for effective governance and operations. Establishing a shared sense of direction, allows the Combined Authority to foster alignment among stakeholders, efficiently allocate resources and undertake informed decision-making. Clear ambitions and priorities not only motivate and engage the workforce but also enhance accountability and communication, thereby ensuring the Combined Authority can effectively serve the region.

Key activities and objectives:

- Develop and agree upon Directorate Business Plans and align them with individual objectives through staff appraisals to enhance organisational focus and effectiveness.
- Commence corporate reporting to the Combined Authority Board to enhance transparency, accountability, and informed decision-making, resulting in better public service delivery.
- Analyse and review future infrastructure requirements to equip us with the tools to address the changing demands of our community.
- Undertake a comprehensive State of the Region Review and develop a future Vision to guide our strategic decisions, ensuring alignment with the evolving needs of our region.

Progress and Outcomes

- Directorate Business Plans adopted in April 2023 have been cascaded effectively into actions and objectives for staff in appraisals. Individual staff progress against appraisals at all levels (from CMT downwards) has been completed via newly introduced mid-year reviews which have taken place throughout October. Training for managers and staff has been put in place to support the roll out of appraisals and mid-year reviews.
- A refresh of the transitional 2023-2025 Corporate Strategy is underway alongside the development of the 2024/2025 MTFP. A six-month review of delivery of 2023/2024 Directorate Business Plans has now been completed. The timetable for development of 2024/25 Directorate Business Plans has been agreed at CMT and aligns with the refresh of the Corporate Strategy and individual objective setting for 2024/2025.
- Corporate Performance Reporting commenced in September with the approval of the Corporate Performance Management Framework and first report quarterly presented. This was very well received by CA Board, with positive comments from a number of Board members.

- July 23 Board approved funding for State of the Region Review and development of a future Vision. Initial analysis and requirements for State of the Region, Vision and Infrastructure work elements have been completed with constituent councils and partners through a working group which is supported by a technical data group and an engagement group. These pieces of work are now at the procurement stage with tenders currently being considered. As these elements are in the early stages of development and will form a larger body of work laying the foundations for the long-term future vision and priorities for the CPCA, OSC are invited to re-visit these important pieces of work in Spring 2024, when much more progress will have been made.

2. Leadership

Description:

This area of work seeks to establish and nurture excellent leadership qualities at all levels of the Combined Authority to empower the workforce and equip them with the skills, knowledge and confidence needed to drive the organisation's ambitions and priorities forward, thereby contributing to its overall effectiveness and long-term sustainability. Having effective leaders across all levels, will inspire and motivate teams and can also help position the authority as a trusted and competent entity, attracting confidence from stakeholders and facilitating collaboration.

Key activities and objectives:

- Introduce structured staff training opportunities and member development sessions to empower our workforce and leaders, ensuring they have the skills and knowledge to drive the Combined Authority's mission forward.
- Executive Directors to conduct seminars on work they are leading on, providing inspiration, and exemplifying good leadership by fostering clear communication, transparency, employee engagement, and knowledge sharing.
- Implement the Chief Executive's first one hundred Days promotional activities to set the tone for exemplary leadership, inspire a culture of excellence and attract confidence from stakeholders.

Progress and Outcomes

- A comprehensive Learning and Development Programme has been developed in partnership with Cambridgeshire County Council and courses are now available for staff to enrol. Whilst some courses have a direct correlation to the development of leadership skills such as 'Essential Skills for Line Managers' and 'Leadership Essentials' many seek to develop 'softer' staff skills such as assertiveness and resilience. All courses will serve to empower staff and contribute towards personal growth.
- In order to support upcoming recruitment efforts and attract top-tier talent to the Combined Authority, various promotional initiatives have been implemented concerning the Chief Executive's initial one hundred days. Among these efforts is a video showcasing the Chief Executive's daily responsibilities, which has garnered a positive response from the staff.
- Two out of five planned Executive Director Seminars have taken place where directors have given an overview of the work being undertaken across their Directorate and how they are leading on this.
- One out of five planned Member Development Sessions has taken place and these cover topics such as Effective Committee Membership, Charing Meetings, and Budget

Scrutiny. Feedback is sought following the sessions to be incorporated into improving session content and to inform requirements for future sessions.

3. Values and Behaviours

Description:

This area of the workstream aims to create a harmonious work environment built on common values and behaviours to boost morale and to enhance cooperation, communication, and mutual respect. The Combined Authority recognises that having a positive working environment, whether physical or remote, encourages a sense of belonging and shared purpose, which in turn leads to higher motivation, increased productivity, and improved overall job satisfaction. Moreover, a culture of confidence based on shared values and behaviours is instrumental in promoting effective decision-making, building trust, and reinforcing the Combined Authority's reputation, thereby contributing to its ability to fulfil its ambitions and priorities and serve the region more effectively.

Recognising the significance of this aspect of the workstream, the Combined Authority aimed to establish a shared set of values and behaviours that would guide the actions of both staff and members. The emphasis was on ensuring that these values would be cultivated by staff, rather than being dictated by corporate management. To achieve this, a series of staff conferences, workshops, and surveys were conducted during the winter of 2022 and spring of 2023. The well-attended conferences and the insights gathered from the surveys played a pivotal role in shaping the 'CIVIL' values and behaviours that are now in place (further detail is provided below).

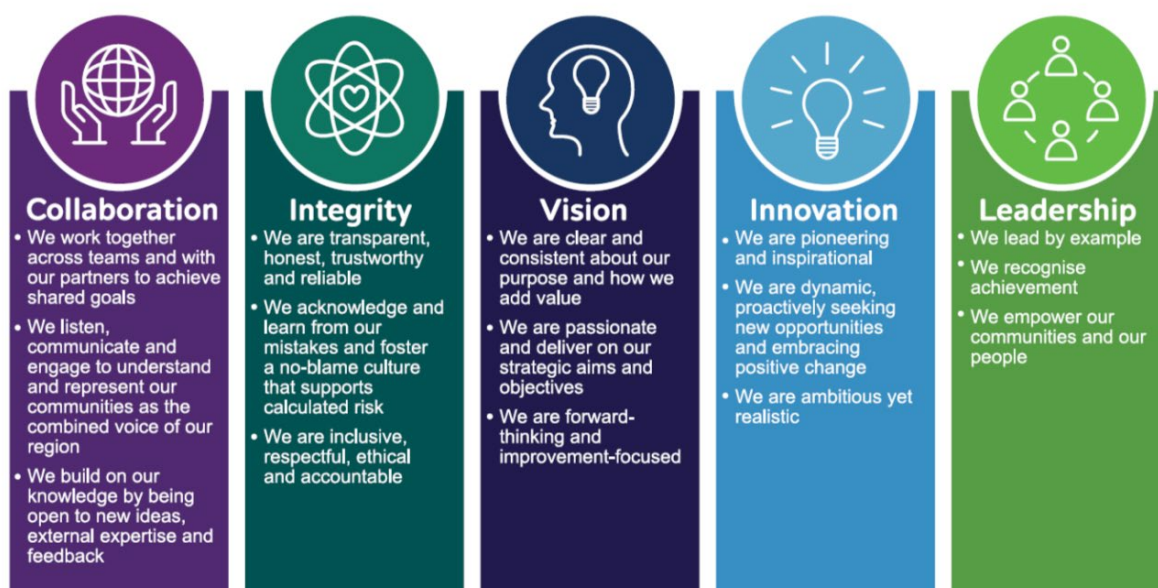
Key activities and objectives:

- Ensure additional/ongoing engagement with staff through conferences and surveys to provide a voice to our team members and stakeholders, resulting in a more responsive, inclusive, and adaptive organisation.
- Include reference to, and check understanding of our values and behaviours throughout the HR lifecycle from job advertisement, through recruitment, onboarding, staff appraisals and reviews to ensure that the values and behaviours are embedded across all levels of the Combined Authority.
- Undertake CA Board Activities to encourage participation in strategic development, promote ways of working collaboratively, share best practice from other authorities and to embed our values and behaviours.
- Conduct an internal and external communications review and implement recommendations to strengthen our relationships with both our employees and the communities we serve, fostering trust and alignment with our values.

Progress and Outcomes

- Four Staff conferences have now taken place (December 2022, February, June, and October 2023) together with three Staff Surveys (September 2022, January, and June 2023). Fuller details on staff survey trends can be found in Appendix 2a, Staff Survey and Workforce Trends.
- Staff conferences have been crucial in driving and supporting the development of our desired and expected values and behaviours, and subsequently have enabled the reinforcement of them. These 'CIVIL' values and behaviours (**C**ollaboration; **I**ntegrity; **V**ision; **I**nnovation; **L**eadership) have been developed, agreed, and are now well

established across the Executive and Non-Executive arms of the organisation. Further detail is as follows:



As well as providing a channel for the values and behaviours to be promoted and maintained, the staff conferences and surveys serve as an excellent vehicle for the Combined Authority to effectively 'listen' to staff and to react and generate policies and other support mechanisms appropriately. The Combined Authority actively demonstrated that it is listening and acting upon suggestions and feedback from the most recent staff survey by developing and sharing a 'You said, We listened' video.

- Conferences are well-liked by staff, and the surveys are also a useful tool to gather feedback and to measure performance against improvement initiatives. For example, in September 2022, feedback stated that there was a "lack of vision and no strategic priority setting", but by June 2023 the feedback said, "I'm impressed how far the organisation has moved forward in the last year, I think we're starting to have good conversations on values and strategic direction". When staff were asked to what extent they agreed that a clear strategic direction had been communicated across the Combined Authority, in September 2022 the average score was 3/5, by June 2023 this score had increased to almost 4/5. Furthermore, in September 2022 the feedback said, "I think there has been a lot of discussion about vision, but the Authority has a long way to go to put this into practice" but by June 2023, the feedback said, "there seems to a clearer vision coming through".
- A thorough review of the HR lifecycle has taken place, and the values and behaviours are now firmly embedded within relevant HR processes. References, cues, and checks relating to the CIVIL values are embedded in recruitment, interwoven throughout a range of HR policies, feature within mid-year reviews, and in posters on display around the Combined Authority offices.
- The communications review has been undertaken by an independent organisation and a plan, which draws upon the recommendations of the review has been finalised and is in the early stages of implementation. The review has engaged a broad range of stakeholders and staff from across the CPCA through 1:1 interviews, a focus group and workshop.
- One out of five planned Board Activity sessions on the 2023-2025 Corporate Strategy refresh and 2024/2025 MTFP has taken place which was well attended and received by

participants. The remaining sessions are scheduled to take place throughout the end of 2023 into Spring 2024 with a focus on Future Devolution Opportunities, Development of a Shared Vision, Cambridgeshire and Peterborough as a Place, and Ways of Working.

4. Recruitment, Retention, Reward, and Resources:

Description:

This area of work seeks to ensure that there are coherent plans in place to identify workforce requirements and how they will be delivered, alongside the establishment of robust recruitment, retention, reward, and resourcing policies. This is crucial for the Combined Authority's effective management of human resources, and it supports the organisation's strategic objectives. By aligning workforce needs with clear plans and comprehensive policies, the Combined Authority can respond proactively to emerging challenges and opportunities, maintain workforce stability, attract, and retain top talent, and ensure equitable and transparent practices for recruitment and reward. These efforts contribute to workforce satisfaction, enhance productivity, and reinforce the Combined Authority's capacity to meet its regional goals while fostering a supportive, efficient, and responsive work environment.

Key activities and objectives:

- Establish effective capacity to support Mayoral priorities, enabling us to focus on key initiatives driving the region's progress.
- Recruit permanent staff into interim posts to stabilise our workforce and promote continuity.
- Redraft recruitment and selection procedures and documentation to ensure an efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.
- Introduce HR policies promoting health and well-being to create a supportive and thriving work environment, contributing to employee satisfaction, productivity, and overall well-being.

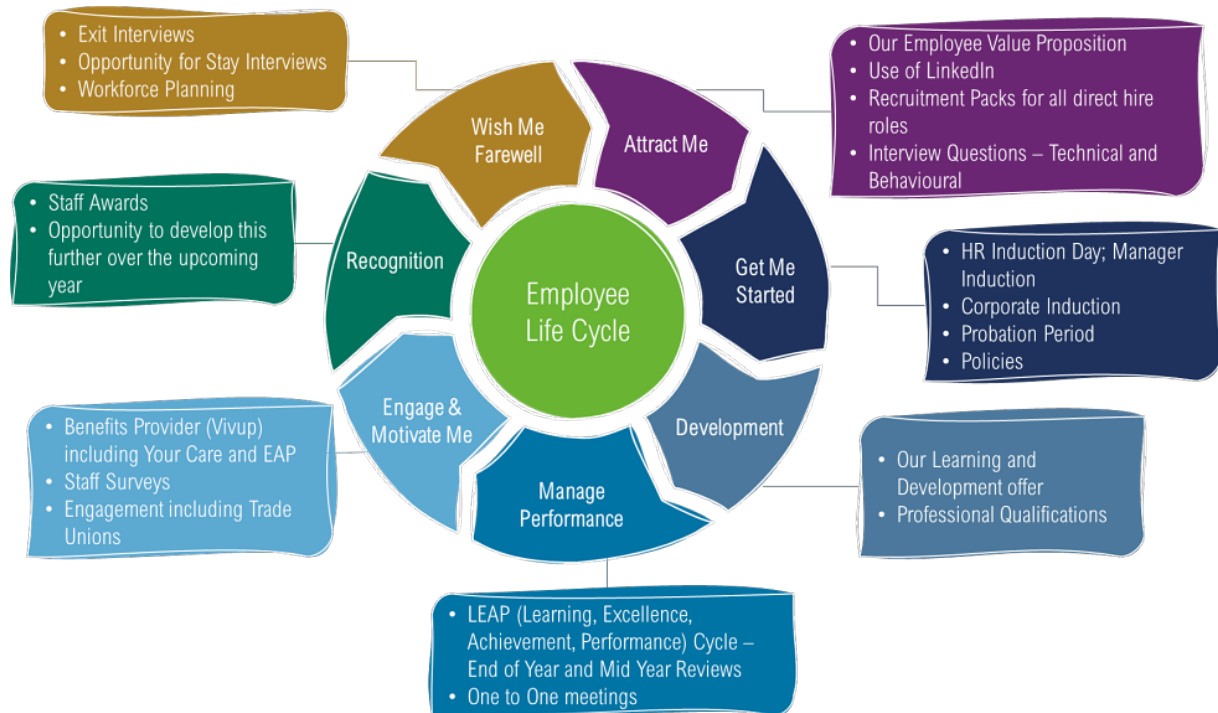
Progress and Outcomes

- A post of Senior Adviser to the Mayor has been created and appointed to. They will serve as a bridge between the mayor's vision and the practical implementation of mayoral priorities. The Senior Advisor will help the Combined Authority to focus on key initiatives by offering strategic guidance and by facilitating collaboration and effective communication.
- Work is still progressing to recruit permanent staff and some of the promotional activity mentioned earlier is supporting this. Specifically, there is now a more stable and resilient Corporate Management Team in place led by a permanent Chief Executive. Fuller details on workforce trends as requested by the committee can be found in Appendix 2a, Staff Survey and Workforce Trends.
- New Recruitment and Selection procedures for the Combined Authority have been drafted together with supporting documentation. These are currently in a cycle of review and amendment with training on the new procedures set to be delivered to staff during November and December.
- Several new and revised HR policies have been approved and launched. These cover both operational aspects of work and staff well-being and include (but not exclusively):
 - Equality, Diversity, and Inclusion Policy
 - Menopause at Work
 - Pregnancy Loss Policy

- CPCA Professional Development Policy
- Family Leave (including Neonatal Leave)

The policies have been heavily promoted via various channels including videos, drop-in clinics, lunch time sessions and a new HR Info Hub. The new policies have been well received and appreciated by staff.

At the most recent staff conference in October, staff were reminded of the various policies and initiatives that now exist to support them throughout their employment journey at CPCA. These are helpfully summarised in a CPCA HR Lifecycle diagram:



The activities outlined in this paper are not exhaustive. It is important to consider that whilst the Confidence, Culture and Capacity Workstream is a distinctive element of the overall Improvement Programme with its own Project Sponsor, Manager and Plan, the very nature of the workstream means that it **influences** and is **influenced by** other workstreams. Many of the activities in this workstream are crucial enablers for outputs of the other workstreams, particularly where there are policies, processes, or specific attitudes to ways of working that need to be established and embedded for those other workstreams to be successful. A clear example of this is the Governance Workstream, where several changes to governance arrangements have been developed and agreed but need to be communicated and embedded effectively. Moreover, many of the outcomes from the Confidence, Culture and Capacity workstream will heavily influence the future organisational development and workforce strategies of the Combined Authority overall.