

<p>Improvement Plan Phase 2 Programme Level Highlight Report for the Period: 1 June 2023 to 30 June 2023</p>
<p style="text-align: center;"><u>Lead Executive Director Overview</u></p> <p>This is the first of the highlight reports that detail progress against the second phase of our improvement journey. The first phase was brought to a conclusion in the end of March 2023. This allowed us to refocus on the improvement journey, to reflect upon advice and feedback from the Independent Improvement Board, DLUHC and our external auditor to ensure the priorities for improvement reflect those of our partners and stakeholders.</p> <p>The result is a new phase of the Improvement Plan with 5 themes that demonstrate both this new focus and continuity with our improvement journey.</p> <p>As with any new plan there is a forming stage where we convene the necessary resources, governance and processes to deliver our outcomes and this has been focus of these early weeks. All themes are now focussing upon the clear targets and milestones set out in their project plans and subsequent highlight reports will detail progress against these as we move forward.</p> <p>We operate in a changing political environment and recent weeks have demonstrated the close links between this improvement plan and our discussions with government about future arrangements and devolved powers for the CA. The governance improvements that were a major achievement of our first phase will be necessary to provide assurance to government that we are fit for purpose for enhanced devolution; whilst the Single Assurance Framework will be an essential requirement of any agreement. Similarly the world of partnerships is shifting as a consequence of these discussions, causing us to continue to scope the deliverables of this theme.</p> <p>Overall the programme is rated as Green/Amber and I encourage readers to look at the definitions that underpin this rating (at the end of this document) since with all themes at an early stage with much to do in a constrained timetable such a rating is appropriate at this stage. I am confident of progress and achievement and expect this to be reflected in future ratings .</p>

Individual Workstream Status		
Workstream	this period	last period
Governance and decision making	green/amber	N/A
Procurement	green/amber	N/A
Project, Planning and delivery	green/amber	N/A
Partnership working	amber	N/A
Confidence, Culture and Capacity	green/amber	N/A

Governance and Decision Making

Project Description: To embed the governance structures & constitutional changes agreed at CA Board, enabling sound decision making & implementation. Create confidence and evidence to ensure external scrutiny of the CPCA governance arrangements is positive. Increase & improve the representation on decision making committees & boards of councillors from across the political spectrum.

Project Outcomes:

- Plan for embedding new structures
- Review membership of committees, & advisory groups
- Review of BB role & role of BAP
- Review role of Mayoral Advisory Group
- Develop Terms of Reference for each group
- Create Financial Regs, Procurement Code & SAF
- Consideration of EDAF Requirements
- Internal review of governance arrangements by A&G
- Recruitment of permanent staff into interim posts:
- Monitoring Officer
- Head of HR
- Place Director
- Review independent councillor representation
- Guidance documents and training
- Member remuneration
- Review role of Scrutiny function
- Review non-councillor membership in groups (CIPF code)

Workstream Sponsor:	Nick Bell
Project Manager/s	Louisa Simpson
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/03/2024
Forecast Completion Date	31/03/2024
Reporting Period:	
01/06/2023 - 30/06/2023	
Governance and Decision Making - Project Status	This Period:
	Previous Period:
Green / Amber	

Governance and Decision Making - Project Manager update:

The project group has met this month and have agreed the scope of the project and developed the project plan.

The project group has been agreed and fortnightly meetings arranged, as well as fortnightly meetings between the Workstream Sponsor and Project Manager.

The project group and ToRs have been agreed - ToR is being circulated for agreement/sign off.

Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- > Financial regulations have been agreed
- > Constitutional changes have been agreed and the new constitution is on the website - 17/05
- > The revised scrutiny function has been agreed by Overview & Scrutiny Committee - 19/06
- > Member training is in place and underway - first session 21/06
- > Membership of new Committees LA have been asked to nominate reps
- > Membership of Advisory Groups LA have been asked to nominate reps
- > New Chief Executive started - 01/06

Governance and Decision Making - Workstream Sponsor comments:

Good progress being made. Scope agreed and refined. Project plan in place for most key deliverables and agreed lead for business board governance issues. Identified overlap/dependencies on culture theme for appointments to key roles and project delivery for SAF - both now resolved. Positive work in defining roe of O&S since last meeting. **There is some clarity required on key dependencies especially with SAF and delegations in the lead up to July Board, where some decisions will be taken. More prominent decisions will be taken to September Board in relation to the changes of the constitution and SAF.**

Governance and Decision Making - Key Milestones/Activities this Period		
1	Agreed project plan and clear scope	
2	Agreed interdependencies where we have been able to identify them	
3	The revised scrutiny function has been agreed by Overview & Scrutiny Committee	
4	Plans around member training are in place	
5	Agreed key dates - all meetings are in the diary	
Governance and Decision Making - Key Milestones Planned for Next Period		
1	Finalise the Risk Register	
2	Agree role of the Business Board & Business Advisory Panel	
3	Agree remuneration policy for members	
4	Agree officer support required for O&S Committee	
5	Agree Procurement Code	
Governance and Decision Making - Key Milestones Project Risks		
	Risk Description	Mitigation
1	Resilience of staff to deliver the new structures	Support for staff from CMT and continued emphasis
2	Resistance of staff to work within new structures	Messages regarding the benefits of the new
3	Resistance of Members to work within new structures	Training is in place and has started for new and
Governance and Decision Making Report Completed By:		Louisa Simpson, Nick Bell
Completion Date		30/06/2023

Procurement

Project Description: To redesign the Procurement function in line with the PWC report, ensuring that Governance, Operating Model, Capability & Capacity and Compliance are reflected in the redesign. Carrying out the practical elements of updating the Contracts Register, revising the Procurement Strategy, Policy & Procedures. Ensuring the embedding of the new design through corporate training & support

Project Outcomes:

- Redesign the procurement function
- Agree operating model
- Develop operating model in line with recommendations
- Refresh the contracts register
- Revise procurement strategy, policies and procedures
- Establish a procurement hub
- Implement procurement and contract management training
- Communication Strategy in place to support changes
- Develop procurement KPIs
- Develop M&E framework
- Regular reviews and periodic evaluations

Workstream Sponsor:	Nick Bell
Project Manager/s	Louisa Simpson
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/12/2023
Forecast Completion Date	31/12/2023
Reporting Period:	01/06/2023 - 30/06/2023
Procurement - Project Status	This Period:
	Previous Period:

Green / Amber

Procurement - Project Manager update:

The project group has met this month and have agreed the scope of the project and developed the project plan.

The project group has been agreed and fortnightly meetings arranged, as well as fortnightly meetings between the Workstream Sponsor and Project Manager.

Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- > Procured the support to develop the CA Procurement Strategy

Procurement - Workstream Sponsor comments:

There is a clearly agreed scope and project plan with key dates to ensure we deliver to required timelines. Some key milestones are already being achieved, e.g. A&G on 7th July will receive draft procurement strategy & policy and refreshed CPR. Engagement of procurement user in project group has proved beneficial to provide wider view.

Procurement - Key Milestones/Activities this Period

1	Consideration of the scale and scope of the action plan required to implement the agreed recommendations from the PWC Report. Report to be shared with CA Board on 26 July
2	User involvement to ensure that what is designed from a central perspective has the right interface and it works from a user perspective
3	Consideration of the resources and governance required to manage and implement the action plan
4	Development of a detailed stage 2 action plan

Procurement - Key Milestones Planned for Next Period

1	Sign off risk register and project management documents
2	Clarify roles & responsibilities of the project group
3	Agree the preferred delivery structure for procurement function
4	Update the contracts register
5	Establish Procurement Hub
6	Training to be provided on procurement and contract management to be rolled out back end of summer
7	Revise Procurement Policy
8	Development of a detailed stage 2 action plan

Procurement - Key Milestones Project Risks		
	Risk Description	Mitigation
1	Recruitment of Contracts Manager and Procurement Officers	Interim options being investigated
2	Strategy misalignment	Working with key officers to ensure alignment across SAF & governance
3		
Procurement Report Completed By:		Louisa Simpson
Completion Date		30/06/2023

Project Plans and Delivery		
Project Description: Development of an inclusive Single Assurance Framework (SAF)		
Project Outcomes: Agreement by the CPCA and partners of a SAF		
Agreement of a Performance Management Framework and reporting Dashboard.		
Adoption of a new corporate risk management framework		
A revised PMO with expanded responsibility for corporate performance		
Workstream Sponsor:	Steve Cox	
Project Manager/s	Jodie Townsend	
PMO (Programme Management Office) Support:	Thomas Farmer	
Agreed Completion Date	30th September 2023	
Forecast Completion Date	30th September 2023	
Reporting Period:		01/06/2023 - 30/06/2023
Project Plans and Delivery - Project Status	This Period:	Green / Amber
	Previous Period:	N/A
Project Plans and Delivery - Project Manager update:		
Engagement		
<p>The SAF project involves a significant level of engagement. There is an M10 Group, a Partner Working Group that all Constituent Authorities are represented on and an Internal Working Group that consists of CA Business Areas. Engagement with all of these groups was undertaken in June on SAF entry points.</p> <p>Engagement has also begun with DLUHC as the SAF requires DLUHC (and DfT and DfE) clearance before it can come into operation. The initial engagement confirmed that the English Devolution Accountability Framework (EDAF) will now guide the clearance process, detailed EDAF criteria/ guidance has not yet been developed and so initial engagement has involved pressing DLUHC for a steer.</p> <p>An update was provided to the Audit & Governance Committee who remain supportive of the SAF development work. An outcome of the meeting was a request to provide Committee Members with a detailed map of the SAF through an illustration that highlights political oversight and accountability. This will be developed in July.</p> <p>The Corporate Management Team (CMT) have been provided with a high level update on the project and the Finance Team have been engaged (through Rob Emery) on the SAF entry points.</p>		
Focus		
<p>The focus in June has been on getting a clear steer from CMT on the development decision points for the SAF. These originally included splitting clearance of the SAF content, with approval thresholds and corporate prioritisation approach going to Board in July and everything else in September. CMT supported the request from the Project Manager that the split decision approach be replaced by a single approval in September, with additional engagement with Leaders Strategy meeting (informal Board) and CMT in the development process on elements that require a steer. The split decision approach was causing difficulties and delays to the project as it required a proposed approach to the front end of SAF without key implications from the development phase, which would follow in development, being taken on board.</p> <p>Getting a detailed Project plan completed has also been a focus.</p>		
Delivered		
<p>In addition to getting a completed Project Plan (that is now undergoing amendment to fit with CMT steer on split decision) the following have been delivered:</p> <ul style="list-style-type: none"> • Project Plan • Entry Point process options for both in-year proposals and Corporate Plan drawdown • Draft Concept paper and draft assessment criteria • Evidence based proposals for Approval Thresholds (based around the Principle of Approval agreed at the March 2023 Board) 		
Issues		
<p>The issues explained above in regard to the split decision have been resolved, however the time taken in resolving these has temporarily put the project behind schedule in elements of its engagement. As a result engagement with Regional CEXs is being done via email rather than through the monthly meeting.</p> <p>The level of response from engagement continues to remain an issue, particularly on the CA side. A trickle of feedback is beginning to emerge from some of the Constituent Authorities.</p> <p>The level of work that goes into the engagement efforts is considerable and takes time, as well as shapes the overall timeline. The amount of 'fruit' this engagement is delivering is not currently matching the effort being put into it.</p>		
Next Steps		
<p>July will be a significant month for the development of the SAF, the LSM meeting on 12 July being key. If a steer is provided on the key areas then the project will be in a good position to advance development at pace.</p>		
Project Plans and Delivery - Workstream Sponsor comments: Progress continues for what is a significant piece of work. The issue around the split decision has now been resolved which will allow progress with development of process, criteria and templates in support of the SAF document to accelerate. DLUHC clearance should be considered in context of the CAs improvement and DLUHC involvement in that process, IIB support in seeking DLUHC support for this would be beneficial.		

Project Plans and Delivery - Key Milestones/Activities this Period		
1	Concept Paper development	
2	Approval Thresholds development	
3	interdependencies identified	
4	Front Door/ Initiation options completed	
Project Plans and Delivery - Key Milestones Planned for Next Period		
1	Template/ criteria/ process development for Initiation	
2	LSM paper on approvals	
3	Performance framework direction to go to CA Board in July followed by detailed framework going to CA Board in	
4	Risk paper going to Audit and Governance Committee in July	
5	Business Case approach development & development phase	
Project Plans and Delivery - Key Milestones Project Risks		
	Risk Description	Mitigation
1	Capacity of PM due to governance task requests	Working Group support now available
2	CMT direction not provided	Change in split decision and clarity on steer points provided
3	Engagement activities not producing input and leading to timeline delays	Refocused engagement agendas and offers of 1-2-1 meetings with Constituent Authorities
Project Plans and Delivery Report Completed By:		Jodie Townsend
Completion Date		21/06/2023

Partnership Working

Project Description: To enhance partnership working within the combined authority, enabling it to act as a bridge between the local area and government. This involves establishing a unified voice and offer through coordinated representation, policy alignment, and effective advocacy. The project aims to foster strategic partnerships, streamline communication channels, and influence policy development. Additionally, it seeks to secure funding and resources, facilitate joint problem-solving, and empower local governance.

Project Outcomes: CPCA should be the bridge between the local area, government and all local regional and national partners and

Workstream Sponsor:	Richard Kenny
Project Manager/s	Pete Tonks
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/03/2024
Forecast Completion Date	31/03/2024
Reporting Period:	
01/06/2023 - 30/06/2023	
Partnership Working - Project Status	This Period:
	Previous Period:
	Amber
	N/A

Partnership Working - Project Manager update:

This month has concentrated upon the formulation of the essential project management processes required to take this project forward.

The project group has been formed and met this month. Terms of Reference for the group, a high level project scope has been drafted and a high level initial Project Plan has been developed.

The Project Group will initially meet on a monthly basis and these meetings have been arranged. Additionally, fortnightly meetings between the Workstream Sponsor and Project Manager will take place.

Further Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting in early July.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- Terms of Reference drafted
- Project Plan drafted
- Breadth of Scope analysis agreed

The next phase of the project will be to finalise those partnerships that require attention from the project, either because of their current function requiring improvement or their importance. This latter point is influenced by the Devo discussions with partners and government, which is bringing some partnerships - for example housing- up the CPCA agenda. This is a key reason why this scoping work has not been completed to date as we adjust to this rapidly changing partnership landscape.

Partnership Working - Workstream Sponsor comments:

The first phase of the Improvement Plan saw tangible improvements in the approach to partnership working by the CA. The changes to governance at both member and officer level saw new streamlined decision structures in place whilst complementary cross authority working groups were established. The involvement of the CEX as leads in each theme of the Improvement Plan increased cross authority understanding and this has promulgated down in cross authority working groups for the development of the SAF. Finally the Devo 2 development is led by a cross authority working group and project teams led by the CA but populated by officers from all councils.

Given this progress and the multitude of partnerships the CA is involved in the project group have agreed that a short scoping exercise to identify and prioritise the key partnerships to focus upon will be the next step. Action plans to consider how best to then maximise their utility based upon an assessment of importance, our influence etc will guide the following actions.

The work on this theme is resource intensive and close attention will need to be paid to questions of capacity. The Head of PMO is aware of this pressure.

Finally, I agree that at this early stage a RAG rating of amber is appropriate. Much of the project is still ahead of us and to be fully scoped and this workstream is of necessity a step behind the other workstreams as we hone down where attention to partnership development will add value in a changing partnership landscape as a consequence of the Devo discussions.

Partnership Working - Key Milestones/Activities this Period

1	Consideration of the scale and scope of the action plan required to implement the agreed milestones
2	Consideration of the resources and governance required to manage and implement the action plan
3	Development of a detailed stage 2 project plan

Partnership Working - Key Milestones Planned for Next Period		
1	Agree/secure project resources	
2	Define/scope types of Internal (CA & Constituent Authorities) partnerships to include in review	
3	Put in place resources to deliver key outputs	
4	Commence review of existing internal partnerships	
Partnership Working - Key Milestones Project Risks		
	Risk Description	Mitigation
1	TBA	TBA
2		
3		
Partnership Working Report Completed By:		P Tonks; R Kenny
Completion Date		30/06/2023

Confidence, Culture and Capacity

Project Description: To establish a clear direction for the Combined Authority, foster a positive work culture based on shared values and behaviours, develop effective leadership at all levels and be recognised as a good employer. By focusing on these areas, the project seeks to establish a strong foundation for the Combined Authority to effectively deliver its goals and serve the region within a positive working environment.

Project Outcomes:

Ambition and Priorities:

- We are clear in our ambition and priorities for the combined authority region
- We have a well-established framework to work in partnership with key stakeholders to deliver this ambition

Values and Behaviours:

- Values and behaviours are embedded and owned by everyone (both officers and members) through day to day activities
- Values and behaviours are recognised as central to all CPCA practice and processes and there is collective ownership and responsibility for culture- living the values through day to day working activity
- Alignment to the values is recognised and celebrated, whilst non-aligned of 'behaviours' are addressed
- Peer reviews and feedback from partners identify CPCA is 'living its values'

Leadership:

- Leadership at all levels of CPCA is seen as high quality, effective and in line with the agreed values and behaviours

Recruitment, Retention, Reward and Resources

- Balanced scorecard in place that reflects job satisfaction, employee turnover, absence etc.
- Workforce strategy agreed (up to 2025) that identifies key resourcing requirements and how they will be delivered.
- CPCA is viewed as a 'good' employer tested through staff surveys, exit interviews and external review

Workstream Sponsor:	Kate McFarlane
Project Manager/s	Pete Tonks
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/03/2024
Forecast Completion Date	31/03/2024
Reporting Period:	01/06/2023 - 30/06/2023
Confidence, Culture and Capacity - Project Status	This Period:
	Previous Period:

Green / Amber

N/A

Confidence, Culture and Capacity - Project Manager update:

The project group has been formally formed and met this month to begin to draft Terms of Reference for the group and project scope. An initial project plan has been developed with key milestones identified and progress against the plan updated.

The Project Group will initially meet fortnightly and these meetings have been arranged. Additionally, regular meetings between the Workstream Sponsor and Project Manager will take place.

Further Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- Project Plan drafted
- Directorate Business Plans drafted and agreed, translated into individual objectives and relayed/discussed during appraisals with over 90% of eligible staff completing these.
- Development of behaviours linked to each value through a workshop held in April 2023
- 3rd staff survey completed to continue building the CA 'one team' ethos in delivering the vision and priorities and embedding agreed values
- 3rd staff conference held in June which focussed on meeting the new CEX, development of behaviours, feedback from most recent staff survey & celebrating successes
- Increase Interim Comms Capacity
- Member Induction Session including emphasis on 'How we work together' held
- Onboarding of new CEX
- Commenced Weekly Internal eBulletin from CEX
- Training Budget (for all Training Needs) Identified and allocated
- Leadership Values and Behaviours drafted into Recruitment and Selection Procedures and Documentation

Confidence, Culture and Capacity - Workstream Sponsor comments:

Work on this improvement theme commenced in April, but with the appointment of the project manager in May, June has seen the necessary structure rapidly coming into place. A number of key activities have been delivered in June, including a new style Member Induction session that was well attended and received, with feedback being used to inform future activities. The third all staff conference and the third staff survey were completed, with the survey seeing a positive response to all questions with the exception of one. Significant movement noted on questions relating to Vision and direction and how staff contribute, Staff having 1-1s with managers, objectives set and development plan discussed and Improvements being seen since September in Operational leadership, Governance, decision making and performance and how staff feel working for the CA. Much needed interim internal communications capacity is now in place which will allow for improved communication with staff, including how we can better share results from staff survey and the action that is arising as a result of it. During this period the external review of communications, engagement and public affairs activity has commenced with interviews with stakeholders and staff scheduled. This is a key piece of work that builds on previous Workstream F Improvement Activity. Early scoping work has also taken place on the refresh of the CPIER and development of a shared vision with a Board steer anticipated at the July Board meeting.

Confidence, Culture and Capacity - Key Milestones/Activities this Period		
1	3rd Staff Conference	
2	3rd staff survey	
3	CA Board induction including 'how we work together' and reflections on futher activity	
4	Onboarding of new CEX	
5	Snr Policy officer recruited to Mayors office	
6	Leadership Values and Behaviours drafted into Recruitment and Selection Procedures and Documentation	
Confidence, Culture and Capacity - Key Milestones Planned for Next Period		
1	Commence internal communications review and improvement	
2	Staff conference and workshop review to consider and plan next steps and translate into 'you said - we listened - we did'	
3	Corporate Performance Reporting (Balanced Scorecard) to commence	
4	Continue recruitment to activities to establish effective capacity to support the Mayor's priorities	
5	CA Board to be asked to provide steer on refresh of CPIER and development of a vision	
6	Approval of additional HR policies	
Confidence, Culture and Capacity - Key Milestones Project Risks		
	Risk Description	Mitigation
1	TBA	TBA
2		
3		
Confidence, Culture and Capacity - Report Completed By:		P Tonks; K McFarlane
Completion Date		28/06/2023

The Independent Improvement Board have requested implementation of 'Rag Rating' to report progress against identified areas of activity. It is proposed that this will be used from now on for Improvement reports to all Boards and Committees to ensure a consistent approach. We have used our learning from the first phase of improvement and sought best practice to inform our future approach.

Set out below is the methodology adopted.

Green	Successful delivery of the improvement theme to time, cost and quality appears to be highly likely.
Green / Amber	Successful delivery of the improvement theme within timescale appears probable. However, constant attention will be needed to ensure risks do not materialise into issues threatening delivery.
Amber	Successful delivery of the improvement theme appears feasible, but issues exist requiring attention. These appear resolvable at this stage, and if addressed properly, should not represent a schedule overrun.
Amber / Red	Successful delivery of the improvement theme is in doubt with major risks or issues apparent some key areas. Action is underway to ensure these are addressed and establish whether resolution is feasible.
Red	Successful delivery of the improvement theme within the agreed timescale and/or budget appears to be unachievable as issues have been identified which officers conclude are at present not manageable or resolvable. The theme will therefore need re-profiling.