

<p><b>Improvement Plan Phase 2</b>  <b>Programme Level Highlight Report for the Period:</b>  <b>Period - 1 July 2023 - 31 August 2023</b></p>
<p><b>Lead Executive Director Overview</b></p> <p>I am pleased to present the highlight report for the Improvement Plan for the two months to 31st August 2023.</p> <p>In the last formal highlight report I set out the five themes of this phase of our improvement journey and how these focus tightly upon the expectations- based upon their advice and feedback - of our Independent Improvement Board, DLUHC and the external auditor to ensure that our priorities for improvement reflect those of our partners and stakeholders.</p> <p>After a period where we convened the necessary resources, governance and processes to deliver our outcomes, this report shows positive and genuine progress in achieving the clear targets and milestones set out in the overall improvement plan. We have rightly set ourselves a high bar for our improvement journey - both in terms of the outcomes to be achieved and the pace of change required to demonstrate our commitment to this journey - and I am pleased to set out that the overall progress clearly demonstrates this commitment .</p> <p>Overall, the direction of travel, as demonstrated by the agreed RAG ratings, is encouraging with three of the themes reporting a rating of 'Green' for a second consecutive month, meaning that delivery of all the agreed outcomes to time and budget is considered by the CMT workstream lead to be highly likely.</p> <p>For the remaining two themes, 'Project Planning and delivery' and 'Partnership working' the RAG rating is green/amber. The RAG rating for Project Planning and Delivery is again rated as green amber and whilst the work on the SAF project has seen significant progress in August we are still reliant on DLUHC approving the proposals and the Authority is not in control of when this will occur. We continue to work positively with DLUHC colleagues on this and therefore the RAG rating of Green/Amber is a cautious reflection of the importance of this outstanding action. I also highlighted the close links between the work on Partnership working and the Single Assurance Framework and our continuing discussions with Government on enhanced Devolved powers for the CPCA. In this context the presentation of the SAF to the Combined Authority Board in September is a major milestone.</p> <p>Regarding the Partnership working theme of improvement I am pleased to report that the scope for the partnership working theme is now revised in line with feedback from stakeholders. I expect that the positive direction of travel for the RAG rating of this theme will continue when I next report to Board.</p> <p>Overall the programme is rated as 'Green' at the end of August 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across all five themes. I continue to be confident of progress and achievement as we move forward.</p>

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

**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)

<b>Workstream Sponsor:</b>	Nick Bell	
<b>Project Manager/s</b>	Louisa Simpson	
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson	
<b>Agreed Completion Date</b>	31/03/2024	
<b>Forecast Completion Date</b>	31/03/2024	
<b>Reporting Period:</b>	01/07/2023 - 31/08/2023	
<b>Governance and Decision Making - Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Governance and Decision Making - Project Manager update:**

**Key Activities:**

The project workstream have met and have moved forward a number of key activities linked to the Improvement Plan, the key activities undertaken this period:

- > Procurement Code approved by Audit & Governance A&G Committee on 7th July and Combined Authority(CA) Board on 26th July - this delivered milestone 3
- > developmnt of new arrangements for the Business Board (BB) - delivery towards milestone 4
- > Development of the Economic Development Group- linked to the BB - delivery towards milestone 4
- > Scope and review officer support requirements to Overview & Scrutiny (O&S) and met with committee memers to discuss requirements - delivery to support milestone 2
- > Additional risks identified and Risk Register updated - delivered milestone 2
- > Financial regulations have been agreed - supported delivery milestone 3
- > Training analysis for staff undertaken - supported milestone 1 next period
- > Constitutional changes have been agreed and the new constitution is on the website - supports milestone 2 for next period
- > Remuneration Board will be looking at O&S, A&G and the BB payments to bring them up to date - supports milestone 2 & 3 for the next period
- > Member training is in place and underway - continued delivery of milestone 1 for next period
- > Membership of new Committees- LA partners have been asked to nominate reps - supports milestone 2 for next period
- > Membership of Advisory Groups- LA partners have been asked to nominate reps - supports milestone 2 for next period
- > Engagement with Project Delivery workstream to ensure Single Assurance Framework alignment - supports milestone 4 for next period

**Engagement:**

The workstream group during July and August, the engagement with the wider CPCA on changes is a work in progress. As key milestones are met, communication is in place to support the roll out & CMT discuss changes at their meetings. The CA Board members are engaged in change discussions at Leaders Strategy Meetings. A&G met on the 6th July and agreed the procurement code which was ratified at CA Board on the 26th July. A meeting took place to move forward the changes to the BB structure & related groups on the 13th July. O&S met to scope out officer support requirements on the 24th July.

**Concerns/Issues:**

There are no concerns relating to the changes proposed to governance & decision making, the links to other areas of the Improvement Plan have been worked through and are now noted in Project Plan. The links to outcomes in other workstreams are not dependencies and will not impact delivery of the outcomes associated with Governance & Decision Making.

**RAG Rating:**

The RAG rating of Green reflects the progress & achievability of the project. The mitigations in place ensure we retain our green RAG rating. Training is being rolled out and CMT continue to engage with colleagues to explain/highlight the benefits of the new governance arrangements.

**Governance and Decision Making - Workstream Sponsor comments:**

I'm pleased to note that the workstream is on track to compete to the timetable. I note that further work has also been undertaken to develop role & responsibilities of Business Board and roll out a new operating mechanism for O&S. Now that preparation work is underway for review of Audit & Governance at 7th September meeting and development of wider accountability framework, which will feed into the Devo 2 work.

**Governance and Decision Making - Key Milestones this Period**

1	Finalise the Risk Register
2	Agree remuneration policy for members of O&S
3	Agree Procurement Code
4	BB Membership agreed & changes implemented

**Governance and Decision Making - Key Milestones Planned for Next Period**

1	Roll out officer training & Governance Guides
2	Agree role of the BB, BAP & develop the EDG
3	Agree officer support required for O&S Committee
4	Align Governance Workstream with SAF delivery plan

Governance and Decision Making - Key Milestones Project Risks		
	Risk Description	Mitigation
1	Inflexibility of Constitution	There are levels of flexibility that have been agreed within the new constitution that enable reactive decisions, this is also reflected in the SAF
2	Scrutiny role not agreed by committee	Working with O&S to ensure they are comfortable with the proposed changes.
3	Perception Gov arrangements not fit for purpose - internal review/peer review-Jan/DLUHC/IIB	Lead officers to work closely with the internal review and peer review teams to ensure understanding of the arrangements Closely manage reviews to ensure context understood.. identified officer alongside peer review and Angela internal review... also PMO resource
Governance and Decision Making Report Completed By:		Louisa Simpson
Completion Date:		21/08/2023

Procurement		
<p><b>Project Description:</b> To redesign the Procurement function in line with the Price Waterhouse Cooper prcurement Review report commissioned by the CA, ensuring that Governance, Operating Model, Capability &amp; Capacity and Compliance are reflected in the redesign. Then carrying out the practical elements of updating the Contracts Register, revising the Procurement Strategy, Policy &amp; Procedures. Finally, ensuring the embedding of the new design through corporate training &amp; support</p>		
<p><b>Project Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Redesign the procurement function</li> <li>- Agree operating model</li> <li>- Develop operating model in line with recommendations</li> <li>- Refresh the contracts register</li> <li>- Revise procurement strategy, policies and procedures</li> <li>- Establish a procurement hub</li> <li>- Implement procurement and contract management training</li> <li>- Communication Strategy in place to support changes</li> <li>- Develop procurement KPIs</li> <li>- Develop M&amp;E framework</li> <li>- Regular reviews and periodic evaluations</li> </ul>		
<b>Workstream Sponsor:</b>		Nick Bell
<b>Project Manager/s</b>		Louisa Simpson
<b>PMO (Programme Management Office) Support:</b>		Heidi Robinson
<b>Agreed Completion Date</b>		31/12/2023
<b>Forecast Completion Date</b>		31/12/2023
<b>Reporting Period:</b>		01/07/2023 - 31/08/2023
<b>Procurement - Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green
<p><b>Procurement - Project Manager update:</b></p> <p><b>Activities:</b>  The following activities took place during July &amp; August:  &gt; A detailed action plan (project plan) was agreed at the project subgroup meeting to deliver the required changes to the procurement delivery in the CA - this delivered milestone 2  &gt; A revised Procurement Strategy was agreed and signed off - delivered milestone 4  &gt; A revised Procurement Policy &amp; Procedure was agreed and signed off - delivered milestone 2  &gt; A revised Procurement Code was agreed &amp; signed off - supported delivery of milestone 1, 2 &amp; 4  &gt; An operating Model was agreed &amp; signed off - linked to milestone 1 in this month's delivery  Combined Authority Board on the 26th July approved the following:  &gt; Recruitment Approach - agreement to recruit to the new structure, interim in place currently to be replaced by permanent staff - to deliver Milestone 1  Key tasks undertaken this period:  &gt; Grant Funding Agreements drafted and awaiting approval, this has been contracted out - supports Milestone 5 for the next period  &gt; Procurement of E-Learning Procurement fundamentals training for all staff - researched and met with 11 providers - supports delivery of milestone 3 for the next period  &gt; Conversations with further training providers to deliver the high-level Procurement &amp; Contract Management training - supports delivery of milestone 3 for the next period  &gt; Additional risks identified and Risk Register updated - this is an ongoing task and remains on the agenda at each subgroup meeting.</p> <p><b>Engagement:</b>  The subgroup meet fortnightly to monitor progress with meetings to move forward actions taking place with key officers in the interim.  O&amp;S met on the 24th July and agreed recommendations for the structure model, strategy &amp; policy for procurement to be ratified at CA Board on the 26th July  Meeting with contractor to agree remit for the GFA &amp; T&amp;C work - 20th July  Engagement with the team developing the SAF continues meeting held 3rd July.</p> <p><b>Issues/Concerns:</b>  Currently there are no risks or concerns, the delivery of the action plan and outcomes is on target and is happening at a pace. The timeline is tight but there is support in place from within HR, Finance &amp; Legal to ensure delivery remains on track.</p> <p><b>RAG Rating:</b>  The RAG rating remains green and the subgroup are confident of delivery on time. The mitigations in place support the delivery of outcomes and are monitored at each subgroup meeting. Where external support is required to ensure mitigation of risk it is being secured and where potential changes to government policy is being highlighted this is being built into the new documentation the CA is developing.</p>		
<p>Procurement - Workstream Sponsor comments:</p> <p>This essential workstream is progressing to timetable which is pleasing as a deliberator ambitious timetable was set at the outset. As we move to embedding the recommendations of the report, I'm pleased to note increased engagement with staff members and partners.</p>		
Procurement - Key Milestones this Period		
1	Agree the preferred delivery structure for procurement function	
2	Development of a detailed stage 2 action plan	
3	Procurement Strategy & Procedure agreed & signed off	
4	Revised Procurement Policy completed	
Procurement - Key Milestones Planned for Next Period		
1	Recruitment to new structure - including Contract Manager	
2	Update to current contract register	
3	Procure training for all staff	
4	Establish Procurement Hub	
5	Meeting to agree standard GFA & T&C for standard contract documents	
Procurement - Key Milestones Project Risks		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Delegated Procurement Authority not agreed	Working closely with the board to ensure there is agreement of the delgated financial options.
2	Fail to demonstrate best value in Procurement	The documents being developed are focused on achieving the outcomes required to achieve best value. We have engaged external support to ensure delivery on time.
3	Procurement Policy & statutory requirements not met	The Policy has been developed in partnership with sector experts, and is being reviewed and monitored on a regular basis. The Policy is being familiarised with partner districts to ensure it fits with their policies.
<b>Procurement Report Completed By:</b>		Louisa Simpson
<b>Completion Date:</b>		21/08/2023

**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

<b>Workstream Sponsor:</b>	Steve Cox
<b>Project Manager/s</b>	Jodie Townsend
<b>PMO (Programme Management Office) Support:</b>	Thomas Farmer
<b>Agreed Completion Date</b>	30th September 2023
<b>Forecast Completion Date</b>	30th September 2023
<b>Reporting Period:</b>	
	01/07/2023 - 31/08/2023
<b>Project Plans and Delivery - Project Status</b>	
	<b>This Period:</b> Green / Amber
	<b>Previous Period:</b> Green / Amber

**Project Plans and Delivery - Project Manager update:**

**Key Activity**

**Single Assurance Framework (SAF):**

The SAF project has seen a significant shift in focus in August with a completed draft of the SAF including the relevant annex's, and the content has been shared with Corporate Management Team(CMT) to provide an opportunity for review and check.

The Project Plans & Delivery Working Group continues to meet and update the CMT Workstream Sponsor. These meetings have now developed to provide Performance Management Framework and Risk Management Framework overview on top of what was already being focused on development of the SAF.

There has been a significant step up in Constituent Authority engagement through the Partner Working Group through throughout July and into August that has seen a real contribution to the development of the Concept Paper, SAF Template, business case approach and the SAF phase 1 process.

The July Leader's Strategy Meeting engagement proved to be both supportive and valuable, providing the steer that was required on a number of key elements.

The Corporate Prioritisation process within the SAF, that aligns it to the priorities of the CA has also been a key focus in July with testing of the existing approach with CPCA Business Areas being undertaken. Although the prioritisation approach will not be a part of the SAF content it is a key part of the overall process and so needs to be agreed during SAF development. The project team expect this will be finalised through further discussion during August and CMT will subsequently be engaged.

Conversations have taken place with DLUHC regarding interpretation of Government's English Devolution Accountability Framework requirements for the SAF.

**Engagement**

In addition to the political engagement detailed above, the SAF draft will be shared with the Public Service Board (to engage Constituent Council CEXs) to inform discussions at the meeting on 23 August and agree approach to the Leader's Strategy Meeting (LSM) meeting scheduled for 30 August, the intention at present is to engage LSM and provide an overview of SAF phase key process and a discussion on the levels of assurance required within the SAF. At the time of writing this report these meetings had not taken place.

DLUHC engagement has taken place on how to move forward with the required government clearance process for the SAF, advice received is that the Local Growth & Assurance Unit within DLUHC will not be able to provide support for this until mid-September. This is the key risk to the completion of the project to timetable and is detailed below. Discussions with DLUHC have taken place to ensure resource is available to seek DLUHC, DfT, DfE Director approval of the SAF in September/ October/ November with an estimated 4-6 weeks being required for this process.

A SAF engagement video has been produced for CPCA staff to explain what the SAF is and the progress to date in its development.

**Performance Management Framework:**

The draft performance management framework has also been socialised with constituent authority engagement through the Partner Working Group throughout July and into August that has seen both engagement, understanding and a real contribution to the development of the Performance Management Framework. Over the last few months, the group have helped shape our approach to performance, supporting the development of the July Performance Report. In August, the group were sent an early version of the framework for comment, and a meeting was set up to take attendees through the document. A lot of feedback has been received and subsequent edits to the document has been made.

The document has also been shared with senior managers and partners and is due to be shared with O&S and Leaders. It is due to go to Leaders and to an informal O&S meeting on 30 August, and on to Board on 20 September.

The project continues to time and the final version should be ready by the end of August following Leaders and O&S feedback.

**Risk Management Framework:**

The draft framework has also been the subject of wider socialisation in July and August and there has been a significant step up in Constituent Authority engagement through the Partner Working Group. In August partners were sent an early version of the framework for comment, and a meeting was set up to take attendees through the document. A lot of feedback has been received and subsequent edits to the document has been made.

The document has also been shared with CMT, CEXs and is due to be shared with A&G and Leaders. It is due to go to Leaders on 30 August, to A&G on 08 September and on to Board on 20 September.

The final product will be ready following Leaders and A&G feedback in early September.

**Key Issues:**

The key issues for the project relate only to the SAF element:

1. The timeframe for completion of the Draft SAF document is extremely challenging and involves significantly tight turnaround of feedback and drafting to meet required deadlines to take through Corporate Management Team, Public Service Board, Leaders Strategy Meeting, Audit & Governance Committee, Overview & Scrutiny Committee and to meet submission deadlines for the 20 September Board meeting.
2. Engagement with DLUHC remains a key concern. The delay in getting a clear response on moving forward with Government clearance process has required significant amendment to the overall project plan as a result. Although engagement has now been made, advice on EDAF received, and a clear timeframe agreed to ensure clearance before the November Board meeting there is still a concern that document and approach has been developed without DLUHC direct engagement.
3. The development of the Corporate Prioritisation approach has been delayed due to availability of key resource, lack of clarity on the ask and development of approach not considered for purpose.

**RAG Rating Rationale**

**Single Assurance Framework:**

The rating of Green/ Amber has been assigned, as although significant progress in line with the Project Plan continues and is on track with the required engagement and consideration requirements in preparation for the Board in September, the project has not been assigned a Green rating due to the delay in DLUHC engagement and the need for this to ensure Government clearance.

**Project Plans and Delivery - Workstream Sponsor comments:**

As significant progress continues within the development all 3 frameworks against a very demanding backdrop of engagement requirements, it is particularly pleasing to see the level of engagement being provided by Constituent Authority partners through the Partner Working Group.

I am relieved that DLUHC contact has finally been made on SAF clearance and anticipate that process, once it begins, should be relatively straightforward.

A monumental effort has gone into producing a Draft SAF document that is able to enter the pre-meeting cycle for Audit & Governance Committee and Board in September. Similarly the amount of work that has gone into getting the Performance Management Framework ready for the same process should be recognised, I look forward to consideration of all 3 frameworks in September.

Project Plans and Delivery - Key Milestones/Activities this Period		
1	Complete Draft SAF document (August)	
2	LSM positive steer on key elements (July)	
3	Complete PMF/RMF document	
4	Partner and Internal Working Group positive steer key elements of all frameworks	
Project Plans and Delivery - Key Milestones Planned for Next Period		
1	Draft SAF and RMF Endorsement at Audit & Governance Committee	
2	Begin official DLUHC-DfT-DfE review of draft SAF document	
3	SAF, RMF, PMF document approval at Board	
4	Official submission SAF document to DLUHC for EDAF clearance process	
5	PMF endorsed by O&S at the informal Committee meeting	
Project Plans and Delivery - Key Milestones Project Risks		
	Risk Description	Mitigation
1	Capacity of Project Manager	Wider support from PMO to be sought. Initial discussions have taken place
2	Project Plan requirements in context of engagement timeline requirements - SAF	Engagement with CPCA Chief Executive and Improvement Group
3	Lack of clarity on EDAF clearance criteria to inform SAF document - SAF	Engagement with CPCA Chief Executive and Improvement Group
4	Data is not reported that demonstrates poor performance. - SAF	Performance management culture has been built into Improvement Programme Culture and Capacity workstream.
5	Performance information is not relevant or meaningful for members. - PMF	Engagement with members on corporate performance approach including KPI list has ensured that information will be reported that members value.
6	Too much performance information is presented to members, making it inaccessible. - PMF	CMT to review which Corporate KPIs will be scrutinised by CMT and which by CAB.
7	CAB discussion is not informed by O&S recommendations. - PMF	O&S scrutiny has been scheduled into O&S workplan in an informal session well in advance of CAB.
8	CPCA is not seen to be improving its approach to corporate performance reporting. - PMF	Performance Management Framework will be presented to CAB in September. Reporting a meaningful set of data to Sep23 CAB in a 'good enough' approach has been prioritised over developing a much higher quality system over a longer time. Further development of the approach will take place over future months and years.
<b>Project Plans and Delivery Report Completed By:</b>		Jodie Townsend
<b>Completion Date:</b>		25/08/2023

<b>Partnership Working</b>		
<b>Project Description:</b> 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 co-ordinated representation, policy alignment, and effective advocacy. The workstream 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.		
<b>Project Outcomes:</b> The Combined Authority should be the bridge between the local area, government and all local regional and national partners and stakeholders, providing a single unified voice and offer for the combined authority area.		
<b>Workstream Sponsor:</b>	Richard Kenny	
<b>Project Manager/s</b>	Pete Tonks	
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson	
<b>Agreed Completion Date</b>	31/03/2024	
<b>Forecast Completion Date</b>	31/03/2024	
<b>Reporting Period:</b> 01/07/2023 - 31/08/2023		
<b>Partnership Working - Project Status</b>	<b>This Period:</b>	Green / Amber
	<b>Previous Period:</b>	Amber
<p><b>Partnership Working - Project Manager update:</b> The partnership workstream is now well designed and developed, as set out below.</p> <p>1.The new principles will set out what success looks like for effective partnership working will be adopted and embedded into the values, behaviours and culture of how CPMCA works as a high performing organisation; 2.The evidence as recently discussed and agreed with Constituent Member Authorities CEOs, is that the relationships, collaboration and partnership working across the area are no longer broken ( as suggested back in 2020) , and this evidence is now being fully collated and provided as a body of evidence by the Workstream; 3.A process for securing a clear sense of purpose and clarity about the partnership landscape across Cambridgeshire &amp; Peterborough , both internal and external, is now emerging as part of additional commissioned work, to help develop and shape the underpinning delivery system for the MCA.</p> <p>The RAG Rating for this workstream is Green/Amber. Scope for the workstream is now clearly defined and project tasks are on track to be delivered on time. Progress is to be monitored closely given the impact of Risk item 1 below.</p>		
<p><b>Partnership Working - Workstream Sponsor comments:</b></p> <p>The three elements of the partnership workstream are now well designed and in-flight, as set out above. These are:</p> <p>1. The new Framework that will set out what success looks like for effective partnership working; 2. The development of a new joint working group to bring together both all of the constituent member authorities and directorates of the MCA to deliver the workstream as a collaborative endeavour in its own right; 3. The process for securing a clear sense of purpose and clarity about the partnership landscape, both internal and external, as the underpinning delivery system for the MCA.</p> <p>In my view, point one is the primary task associated with the IP. Point two is a helpful mechanism for its delivery as well as delivering point 3 that sits outside of the frame of the IP, but is nevertheless an essential and important integral part to the effective functioning of the MCA.</p>		
<b>Partnership Working - Key Milestones/Activities this Period</b>		
1	First draft Partnership Working Framework complete	
2	Mechanism for coordinated approach for the Improvement Programme to work with Constituent Councils agreed	
3	Template issued to CPCA staff to gather information on existing stakeholders, partnerships and groups	
<b>Partnership Working - Key Milestones Planned for Next Period</b>		
1	Review completed template from CPCA staff and define further analysis/deep dive approach	
2	Deep dive into existing collaborations	
3	Seek approval for Partnership Working Framework	
<b>Partnership Working - Key Milestones Project Risks</b>		
	Risk Description	Mitigation
1	Defining, analysing and prioritising partnerships is resource intensive and there is a risk that there may not be enough capacity within the PMO to undertake this work.	Secure additional resource in the interim from PMO/wider CPCA.
2	There is a risk that if analysis approach is not robust or clearly defined then project efforts are focussed on partnerships that do not add the most value at the expense of those that do. This will not enhance effective partnership working.	Ensure Analysis Approach is clear and follows guidelines set out in the Partnership Working Framework (PWF).
3	Once the Improvement Plan is complete there is a risk that as focus is removed from partnership working, the partnerships will become ineffective.	Ensure the PWF is embedded in the Single Assurance Framework.
<b>Partnership Working Report Completed By:</b>		Peter Tonks
<b>Completion Date:</b>		25/08/2023

**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

<b>Workstream Sponsor:</b>	Kate McFarlane
<b>Project Manager/s</b>	Pete Tonks
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson
<b>Agreed Completion Date</b>	31/03/2024
<b>Forecast Completion Date</b>	31/03/2024

<b>Reporting Period:</b>		01/07/2023 - 31/08/2023
<b>Confidence, Culture and Capacity - Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green / Amber

**Confidence, Culture and Capacity - Project Manager update:**

**Key Activities undertaken this period include:**

**Ambition and priorities**

- July CA Board approval of funding to enable commencement of State of the Region Review and development of a Vision for Cambridgeshire and Peterborough.
- New approach to Corporate Performance Reporting taken to July CA Board. Comments received, significant progress noted and on track for Q1 reporting at September CA Board.

**Leadership**

- Planning of Member Development sessions has commenced with a review of existing sessions across the constituent councils to explore options for joined up approaches and to avoid duplication.
- Options for further Briefing Sessions for members are being explored, following the positive feedback from the All Member Induction.
- Member Induction Pack Launched.
- A series of seminars which are being led by Executive Directors has commenced.

**Values and behaviours**

- Launched the first video for staff called "You said, we listened", highlighting feedback and resulting actions from the last staff survey, demonstrating areas of improvement and how we plan to address remaining areas of concern for staff.
- Scheduled the next staff conference and issued a "save the date" card.
- Options are being explored for the next staff survey to ensure that we can incorporate the lessons learned from previous surveys.

**Recruitment, retention, reward and resourcing**

- Launched training in collaboration with Cambridgeshire County Council, providing staff with the opportunity to expand both personal skills (such as leadership) and core skills.
- Several HR Policies were approved by HR Committee in the period. These focussed on and introduced policies regarding equality, diversity and inclusion, flexible working, professional development, menopause support and pregnancy loss. Updates to compassionate and family leave were also included.

The workstream is on track to achieve key deliverables on time therefore the RAG Rating for this period is Green.

**Confidence, Culture and Capacity - Workstream Sponsor comments:**

Work on this improvement theme which is on track has continued at pace, with some significant milestones achieved during this period including the adoption of a suite of new HR policies, Board approval to drawdown funding for the development of the State of the Region Review and a Shared Vision for Cambridge and Peterborough as a Place. The external communications review continues at pace along with the publication of our 2022/23 successes report highlighting what the CPCA delivered last year and the first "You Said, We've Listened" video which marked the launch of a new approach to communicating and engaging with staff. The project group is working well, there are adequate resources in place, an agreed project plan and during this period have seen both the completion of some activities as scheduled and scoping the development of future activities to ensure future milestones are met.

**Confidence, Culture and Capacity - Key Milestones/Activities this Period**

1	Internal communications review and improvement commenced
2	Next staff conference planning has commenced
3	Corporate Performance Reporting - New approach taken to July Board
4	Approval of funding for State of the Region and development of Vision given at CA Board in July
5	Additional HR policies approved at HR Committee
6	Options for future staff surveys developed/considered
7	Board Development work commenced (Sub-Group set up and met, proposal developed)



**Confidence, Culture and Capacity - Key Milestones Planned for Next Period**

1	Training collaboration with Cambridgeshire County Council to commence/Continue
2	Staff conference and survey planning to continue
3	State of the Region and Vision activities to commence/continue
4	Board and Member development activity planning to commence
5	External and internal communications review to continue

**Confidence, Culture and Capacity - Key Milestones Project Risks**

	Risk Description	Mitigation
1	The workstream encompasses many facets of the organisation and is intertwined with BAU activities. This means there is a risk of scope creep which could shift focus to tasks and activities that are not a priority and do not directly impact upon tangible outcomes for the Improvement Plan.	Clearly define what is in and out of scope. Do not add tasks or actions to the project plan without a whole project team review.
2	Members can be perceived as the 'face' of the CA given their public profiles/roles. If they are unwilling or unable to engage properly in developmental activities they may not demonstrate that change has happened/been effective (even if change been a success for officers and staff).	Continue to plan and support board/member development. Seek formal feedback. Encourage and track attendance at development sessions.
3	The Confidence, Capacity and Culture Workstream relies on acceptance of change across staff and members. Whilst, training sessions, process, workshops and internal communications will drive and encourage this, ultimately the change has to be accepted. Some staff and members may not accept the changes. Depending upon a number of factors (i.e. which staff or members do not accept, how their rejection of change is voiced/heard, how many staff/members do not accept change) the effect can be significant and can undermine the outcomes for the workstream.	Continue to outline the benefits of the changes via staff forums, conferences etc.

<b>Confidence, Culture and Capacity - Report Completed By:</b>		Peter Tonks
<b>Completion Date</b>		25/08/2023

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.