



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

OVERVIEW & SCRUTINY COMMITTEE

Date: Monday, 29 January 2024

Democratic Services

Edwina Adefehinti
Interim Chief Officer Legal and Governance
Monitoring Officer

11:00 AM

2nd floor, Pathfinder House
St Mary's Street
Huntingdon
Cambs
PE29 3TN72

**Civic Suite, Pathfinder House, St Mary's Street, Huntingdon
PE29 3TN**

AGENDA

Open to Public and Press

1 Apologies for Absence

2 Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.

3 Public Questions

Arrangements for asking a public question can be viewed here

- [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk)

4 Approve the minutes from the meetings on the 27th November

2023 and the 9th January 2024 and note the action log

	a) O&S Draft Minutes 271123	1 - 9
	b) O&S Draft Minutes 090124	10 - 12
5	Appointment of Skills Rapporteur	13 - 16
6	Improvement framework report	17 - 54
7	Bus Reform	
	Committee to discuss the Bus Reform report that went to Transport & Infrastructure Committee on 17th January 2024 - Bus Reform Review	
8	Mayor's Budget 2024/25	
	Mayor's Budget report will be published with the CA Board papers on the 23rd January 2024 - found here: CA Board Agenda	
9	Mayor Mid-Year Update	
	Mayor Nik Johnson in attendance to answer questions from the Committee	
10	Combined Authority MTFP & Corporate Strategy Refresh	
	Combined Authority MTFP & Corporate Strategy Refresh report will be published with the CA Board papers on the 23rd January 2024 - found here: CA Board Agenda	
11	Combined Authority Forward Plan	
	Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest. The Forward Plan can be found here: CA Forward Plan	
12	CA Board Agenda	
	Committee to consider items on the CA Board agenda which will be available here: CA Board Agenda	
13	O&S Committee Draft Work Programme	55 - 56
	Appendix: Draft Work Programme 2023 - 2024	57 - 61
14	Date of next meeting:	
	Monday 18th March 2024 at 11am	

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Overview & Scrutiny Committee comprises the following members:

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Cllr Anna Bradnam

Councillor David Brown

Councillor Charlotte Cane

Cllr Maureen Davis

Councillor Wayne Fitzgerald

Cllr John Fox

Councillor Mark Goldsack

Cllr Tim Griffin

Councillor Martin Hassall

Councillor Anne Hay

Councillor Jon Neish

Councillor Judith Rippeth

Cllr Martin Smart

Councillor Aidan Van de Weyer

Clerk Name:	Anne Gardiner
Clerk Telephone:	
Clerk Email:	anne.gardiner@cambridgeshirepeterborough-ca.gov.uk



Overview and Scrutiny Committee

Monday 27 November 2023

Venue:	Civic Suite, Huntingdonshire District Council	
Time:	11.00 – 12:50pm	
Present:	Cllr Wayne Fitzgerald Cllr John Fox Cllr David Brown Cllr Charlotte Cane Cllr Anne Hay Cllr Tim Griffin Cllr Martin Smart Cllr Martin Hassall Cllr Judith Rippeth Cllr Aiden Van de Weyer Cllr Michael Atkins Cllr Mark Goldsack	Peterborough City Council Peterborough City Council East Cambs District Council East Cambs District Council Fenland District Council Cambridge City Council Cambridge City Council Huntingdonshire District Council South Cambs District Council South Cambs District Council Cambridgeshire County Council Cambridgeshire County Council
Apologies	Cllr Jon Neish Cllr Maureen Davis Cllr Anna Bradnam	Huntingdonshire District Council Fenland District Council Cambridgeshire County Council

Minutes:

1	Apologies for Absence
1.1	Apologies received from Cllr Jon Neish, Cllr Maureen Davis and Cllr Anna Bradnam substituted by Cllr Michael Atkins
2	Declarations of Interest
2.1	No declarations of interest received.
3	Public Questions
3.1	No public questions received.
4	Minutes of the Previous Meeting & Action Log
4.1	The minutes from the meeting held on the 18 th September were approved as a correct record and the action log was noted.
5	Election of Vice Chair
5.1	Nominations were invited for the position of Vice-Chair of the Committee. It was proposed by Cllr Rippeth and seconded by Cllr Atkins that Cllr Fox be elected as Vice-Chair There were no other nominations and upon being put to the vote the motion was carried.
6	Improvement Framework Report 27 November 2023
6.1	The Committee received the report which provided an update on the progress in October against the key concerns and observations identified by the External Auditor in June and October 2022, the Best

	Value Notice received in January 2023 and DLUHC in February 2023. The report also provided the 'deep dive' into the Confidence, Culture and Capacity Workstream to be considered by the Committee.
6.2	<p>The Chair read out the following statement in relation to the Code of Conduct:</p> <p>I would like to make a point about the code of conduct matter which is referred to within in this report. The code of conduct hearing was concluded on 14th November 2023 and a decision notice has now been published. The decision has been made by the Audit and Governance Sub-committee. Audit & Governance are a statutory committee and as set out in the CPCA Constitution, they are responsible for the standards committee hearings. The decision of this committee is final and there is no further right of appeal. The committee decision is simply for noting at the CA Board and there is no scope for scrutiny of this decision.</p> <p>I would like to remind you that the function of the overview and scrutiny committee is to scrutinise the decision making of the CA Board, the thematic committees and the officers of the authority. Overview & Scrutiny can scrutinise executive decisions made by individual members but not the ethics, that will be for A & G This committee has an influential role in shaping policy and decision-making that will benefit the overall CPCA region. As per the agreed scope of work for, the committee has 4 key roles:</p> <p>(i)Accountability – Ensuring decision-making is effective, aligned to strategic objectives and not taken in isolation</p> <p>(ii)Performance – review and oversight of performance against strategic targets and key indicators</p> <p>(iii)Policy – early involvement in decision-making and detailed review of performance can identify areas for policy development or existing policy gaps</p> <p>(iv) 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.</p> <p>The decision has now been made and I would ask all members of this committee to refrain from discussing this matter.</p>
6.3	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> • In response to a question about benchmarking the improvement work the Committee were advised that some areas of the improvement work of the CA were focused on the concerns raised by the External Auditor around governance and the Code of Conduct while other areas were focused on key elements identified by the Best Value Notice, and these were around relationships and the culture of the organisation and staffing vacancies. The Culture Capacity and Confidence workstream specifically focused on those areas. • The Committee were advised that an update from the Independent Improvement Board would be circulated later that week to members. • In response to a question about the staff surveys and the level of engagement received, the Committee were advised that the percentage of staff participating in the last two surveys was around 50%. Officers wanted to improve that number so would be changing the survey slightly and ensuring that it demonstrated that actions were being taken as a result of previous staff feedback. • At the latest staff conference there had been 80 members of staff in attendance and HR would be engaging with directors to encourage away days with a focus on the values and behaviours of the CA. • Officers advised that they were hopeful that they would see more positive comments at the next staff survey following the work that had been done such as the corporate inductions to help staff understand their roles and the corporate priorities of the organisation. • Officers agreed that the results of the next staff survey would be shared with the Committee.

	<ul style="list-style-type: none"> Officers agreed to provide the breakdown on current staff numbers including how many posts were currently filled with interims. In response to a question on how officers would ensure that work being done to help improve the culture would continue once the Best Value Notice had been lifted the committee were advised that the Assistant Director for Human Resources role was there to create the appropriate culture in the long term; working with directorates, holding further staff conferences and constantly monitoring and reviewing which would be reported to the Corporate Management Team.
6.3	<p>RESOLVED</p> <p>a) Note the progress made over September and October against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023; set out in paragraphs 2.2 to 2.9.</p> <p>b) Note the outcome of the recent Internal Review of the governance and decision making improvement programme set out in paragraph 2.10.</p> <p>c) Note the feedback from the staff conference on the progress made over the last 12 months set out in paragraph 2.11.</p> <p>d) Note the progress of the Confidence, Culture and Capacity improvement theme deep dive; supported by evidence attached as Appendix 2.</p>
6.4	<p>ACTION</p> <ol style="list-style-type: none"> Officers agreed that the results of the next staff survey would be shared with the Committee. Officers agreed to provide the breakdown on current staff numbers including how many posts were currently filled with interims. An update from the Independent Improvement Board would be circulated later that week to members.
7	Corporate Performance Report
7.1	The Committee received the report which requested that the committee scrutinise the performance, information relating to the Combined Authority's Corporate Key Performance Indicators, most Complex Programmes and Projects, and the Combined Authority's Headline Priority Activities.
7.2	The Committee noted the report.
8.	Bus Strategy Update, including Bus Network Review
8.1	The Committee received the report which requested the Committee comment on the findings of the Bus Network Review
8.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> In response to a question about the value for money of the Demand Responsive Transport (DRT) scheme the committee were advised that it was a complex matter with a mix of factors that had to be considered. The intent of the scheme was to fill gaps in service provision in areas where there was lower levels of demand compared to the rest of the network. Due to the role that DRT played it was not commercially viable and compared to normal scheduled services it would always have a low commercial viability; in part this was due to the software being used but this was not the whole reason. Members recognised that there were wider considerations such as social value to ensure connections to the most rural areas were made. It was a case of balancing cost effectiveness against the need for more connected communities.

	<ul style="list-style-type: none"> • Members raised alternative options on how the DRT could be managed going forward and officers agreed to take the feedback from the Committee into consideration when looking at the different options for how to improve DRT and would provide a further update to the Committee. • The Committee were advised that there had been no assessment done on the impact on climate, but officers could check whether there was anything that had been captured as part of the work done for the LTCP. • The Committee were advised that the role of the software used for DRT was to aggregate journey's together and reduce the number of trips taken. • The Committee were advised that DRT in East Cambridgeshire had not been finalised and officers would feedback the comments from members, however the CA were aware of the economic impacts of rural isolation and through the CA MTFP process would be supporting the County Council in that area. • Members commented that it seemed that the starting point was a one size fits all and it was important to realise that different services would be needed for different areas while still encouraging people onto buses. • In response to a question regarding additional funding from government officers advised that there was some additional funding from government in the short term but conversations needed to continue around investment into buses through the BSIP process. The review was based on the budget that the CA was confident was available for the next year. • The impact of covid had meant that users had been slow to return to using buses especially for those over the age of 60. The CA wanted to ensure that services were reliable and would work with members and others within the relevant communities to help promote those services to ensure those services were used. • The future strategy would be focused on franchising and enhanced partnerships – the business case for these were in development and would be brought to the CA Board for consideration. • The LTCP was about addressing rural isolation; ensuring that there was access for people for health, education and work was the underpinning of the bus strategy – to create a service that was easy to use, affordable, safe and an attractive alternative to cars. The CA also had to work with what currently was in place to ensure that the network was addressing immediate issues as well as looking forward to what bus reform could do. Bus reform review would be brought back to Overview and Scrutiny in January before going to the CA Board. • The CA were working closely with Department for Transport to ensure that BSIP funding would be successful and the CA had received £4.6m of funding to support the current bus network. • In response to a question about whether other areas of transport than buses were being considered, officers advised that once the LTCP had been approved by Board the wider vision for transport for the area could be taken forward.
8.3	<p>RESOLVED</p> <p>a) To note and comment on the findings of the Bus Network Review</p>
8.4	<p>ACTION</p> <p>1) Officers would check whether there was anything that had been captured as part of the work done for the LTCP in relation to the impact on climate.</p> <p>2) Bus reform review, including DRT, would be brought back to Overview and Scrutiny in January before going to the CA Board.</p>

9.	CA Budget and Corporate Plan Refresh
9.1	The Committee received the report which provided the Committee with the opportunity to review the Combined Authority's draft plans and consider whether there were questions they wished to pose to the Board alongside the draft budget and MTFP.
9.2	The following points were raised during the discussion:- <ul style="list-style-type: none"> • In response to a point around the 2% transport levy figure officers advised that this was not an assumed figure; the CA Board was provided with regular updates throughout the cycle around this and one of the key discussions for the draft budget was what the change in the transport levy could be. • In response to a point raised about the rate of inflation and that the budget being considered was more than a transport budget officers advised that the CA Board was anticipating being able to afford to deliver the services required for the next four years. However, the impact of the rate of inflation would hit the CA in the longer term and there was not currently a sustainable funding solution in place with government – this is something that all CA's are facing and future devolution deals would hopefully offer a more sustainable solution.
9.3	RESOLVED a) To note and provided the above comments on the Corporate plan and MTFP Update
10.	CA Board Agenda
10.1	No questions were submitted to the CA Board
11.	Appointment of Skills Rapporteurs
11.1	The Committee received the report which requested the committee nominate and appoint a member to the Rapporteur role for the Skills and Employment Committee
11.2	RESOLVED a) To appoint a Cllr Tim Griffin to the vacant Rapporteur role for the Skills and Employment Committee
12.	Combined Authority Forward Plan
12.1	No updates were provided from the rapporteurs for the thematic committees.
12.2	The Committee noted the Forward Plan
13.	O&S Committee Draft Work Programme
13.1	The Committee received the report which requested them to note the draft work programme for the municipal year 2023/24 as shown at Appendix 1 and discuss items for the work programme.
13.2	The Committee agreed that the Chair should write to the CA Board to ask if there were any areas where scrutiny should focus its work programme for the next municipal year.
13.3	RESOLVED: a) To note the work programme b) Chair to write to the CA Board for their view on the O&S Committee work programme.
14.	Date of Next Meeting

14.1	Informal meeting – 9 th January in person at HDC followed by a public meeting of the Committee to consider their budget consultation response. Public Meeting – 29 th January at Huntingdonshire District Council
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Meeting Closed: 12:50pm.

Chair



Overview and Scrutiny Committee Action Log

Purpose: The action log records actions recorded in the minutes of Overview and Scrutiny Committee meetings and provides an update on officer responses to those outstanding.

Minutes of the Meeting 27th November 2023

Item	Report title	Lead officer	Action	Response	Status
6.4	Improvement Framework	Donya Taylor/Nicky McLoughlin	Officers agreed that the results of the next staff survey would be shared with the Committee.	Survey results will be circulated following the staff conference on 1 st February.	OPEN
6.4	Improvement Framework	Donya Taylor/Nicky McLoughlin	Officers agreed to provide the breakdown on current staff numbers including how many posts were currently filled with interims.	Breakdown of current staff numbers including how many posts were interim was circulated to members on the 19 th January.	CLOSED
6.4	Improvement Framework	Angela Probert	An update from the Independent Improvement Board would be circulated later that week to members.	Update circulated to members on the 27 th November	CLOSED
8.4	Bus Strategy Update	Neal Byers	Update to Committee on DRT once options on how to improve the service had been considered.	Proposals for new DRT services will be prepared in conjunction with local authorities in Spring 2024.	OPEN
8.4	Bus Strategy Update	Steve Cox/Tim Bellamy	Officers would check whether there was anything that had been captured as part of the work done for the LTCP in relation to the impact on climate.	As part of the development of the LTCP a thorough assessment was undertaken in relation to the Quantified Carbon Assessment. As the Implementation Plan is further develop due consideration will be afforded to the LTCP objectives, inclusive of climate and environment.	CLOSED
8.4	Bus Strategy Update	Steve Cox/Tim Bellamy	Bus reform review would be brought back to Overview and Scrutiny in January before going to the CA Board.	Bus Reform is now planned for Board on 28 February. Options for discussing the detail with O&S are being explored, including the use of the informal O&S meeting on 14 Feb.	OPEN

Item	Report title	Lead officer	Action	Response	Status
		Steve Cox	Officers to provide a response to the Committee on whether the CA was signed up to the Plain English Campaign.	The CA is not signed up to the Plain English Campaign	CLOSED
8.4	Increased Connectivity	Tim Bellamy	Officers agreed to look into the national context of the e-scooters and whether this was a nationwide issue and feedback to Committee.	Since the O&S meeting, the government have provided further guidance in relation to micromobility and e-scooters. The Assistant Director of Transport will be liaising with peers and national government with regards the ongoing concerns with escooters.	CLOSED

Minutes of the Meeting 19th June 2023

Item	Report title	Lead officer	Action	Response	Status
8.8			An analysis of required officer support for the delivery of Option A be undertaken and reported to the Independent Improvement Board, along with a proposal to strengthen officer support to the scrutiny function, noting future English Devolution Accountability Framework requirements	Officer support capacity to be monitored as the new processes are implemented	Ongoing

Minutes of the Meeting 20th March 2023

Item	Report title	Lead officer	Action	Response	Status
5	Improvement Framework	Angela Probert	The Interim Programme Director to send an update to the Committee to address the points raised in the meeting and provide more detail on the following: <ul style="list-style-type: none"> • Transport Schemes • IT and software requirements Communications and the building of an effective public relations and influencing delivery operation.	Ongoing	Open



Overview and Scrutiny Committee

Tuesday 9th January 2024

Venue:	Huntingdon Town Hall	
Time:	11:40am	
Present:	Cllr Steve Allen Cllr David Brown Cllr Charlotte Cane Cllr Martin Smart Cllr Martin Hassall Cllr Jon Neish Cllr Peter Fane Cllr Aiden Van de Weyer Cllr Anna Bradnam Cllr Mark Goldsack	Peterborough City Council East Cambs District Council East Cambs District Council Cambridge City Council Huntingdonshire District Council Huntingdonshire District Council South Cambs District Council South Cambs District Council Cambridgeshire County Council Cambridgeshire County Council
Apologies	Cllr Maureen Davis Cllr Anne Hay Cllr Tim Griffin Cllr John Fox Cllr Judith Rippeth	Fenland District Council Fenland District Council Cambridge City Council Peterborough First South Cambs District Council

Minutes:

1	Apologies for Absence
1.1	Apologies received from Anne Hay, Cllr Maureen Davis, Cllr Tim Griffin, Cllr John Fox and Cllr Judith Rippeth substituted by Cllr Peter Fane
2	Declarations of Interest
2.1	No declarations of interest received.
3	Corporate Strategy & Medium-Term Financial Plan Consultation
3.1	The Committee received the report which provided consultation responses to the Combined Authority Board meeting on the 31st January 2024 regarding the draft Medium Term Financial Plan (MTFP) and the draft Corporate Strategy and requested the committee's feedback.
3.2	<p>The following points were raised during the discussion:-</p> <p>Officers advised that social media had been the main approach for advertising the consultation with 18 social media posts on a variety of platforms. Paper copies had also been placed at a number of identified locations after consultation with constituent councils.</p> <p>A modest amount of paid campaigns had been utilized and the CA had tried to ensure that the website and technologies were accessible to as many people as possible, for example ensuring that the webpage was usable for those using mobile phones.</p> <p>Officers took on board the point from members that freepost could be considered in future consultations.</p>

In response to a question about examining the statistical significance officers advised that there were too few responses and that they would use what they received to identify any gaps in the geographical area.

In response to a question on the point in the MTFP about 600 affordable homes and whether the CA still delivered on housing officers advised that these related to the continuation of the final grants that had been paid out.

Officers agreed to check whether all parishes had been directly contacted for the consultation.

In response to a question about how the CA would set a budget next year when the corporate plan was only relevant until 2025, officers advised that the budget next year would be based on the existing MTFP and the Corporate Plan agreed this year but this could be adapted depending on the results of the Mayoral election in 2025.

The Committee were advised that the decision about a Mayoral precept was a Mayor's decision and that it would take 2/3rds of the Board to veto the decision on the precept.

In response to a question on the percentage for staff pay increases officers advised that the 4% increase had been estimated on the figures that had been available in November and that it had been viewed that the rate of inflation would fall but not as rapidly as getting back down to the 2% level. If the fall in interest was less than 4% then the CA may have more money to invest into further areas. It was important to note that the forecasting on pay was done at the national level and was down to the negotiations that would take place next year.

In response to a question on the funding for the provision of electrical charging points members were advised that the data had not been available at the time of publishing but that this would be included in the final figures.

In response to a question on bus franchising and whether this would be value for money officers advised that an audit had been carried out and they would rely on the final audit reports before making a judgement. The Committee requested that they be given an opportunity to scrutinise the plans for bus franchising and enhanced partnerships and were advised a report would be available for the January OSC meeting.

In response to a question about the Mayor's precept the members were advised that the Mayor's budget formed part of the CA order and it was in the Mayor's power to reduce, increase or end a precept.

The current precept was £12 and there are proposals to have a further £24 added this year which would make the precept going forward £36. Further details around the precept would be available once the final budget had been published on the 22nd January and the Committee would consider it at their meeting at the end of January.

The Chair made a point about the £1 bus fare cap and that it was disappointing that it was only per bus journey rather than the full journey, meaning a journey needing 2 buses would cost £2. It would be good if this scheme was the first stage towards something more comprehensive and consideration for all modes of transport be given.

The Chair also commented that within the corporate plan the two infrastructure constraints detailed should also include the peat within the fens as a major resource along with water and energy concerns.

- 3.3 The Committee **RESOLVED** to provide the following feedback on the consultation:
- 1) The Committee commented that as there was no detail on the precept currently provided that they would reserve commenting until further information on what the level of precept would be, what it would pay for, the level of social value it provided and requested that a robust and detailed report be provided to the Committee on the Mayor's precept for the January meeting for members to consider.
 - 2) The Committee welcomed that the MTFP, Corporate Plan and the Mayoral ambitions were now all linked as it brought all the pieces together, the Committee requested that a good

	narrative that provided the detail that OSC required to scrutinize effectively be included in the final budget.
3.4	ACTION 1) The Committee requested that officers look into improving the timetabling for OSC meeting to ensure the timings were more effective for scrutiny to feed into work being done by the CA.
4.	Date of Next Meeting
4.1	Public Meeting – 29 th January at Huntingdonshire District Council

Meeting Closed:

Chair



Overview and Scrutiny Committee		Agenda Item
26 January 2024		5
Title:	Appointment of Skills Rapporteur	
Report of:	Anne Gardiner, Governance Manager & Statutory Scrutiny Officer	
Lead Member:	Edna Murphy – Lead Member for Governance	
Public Report:	Yes	
Key Decision:	N/A	
Voting Arrangements:	A simple majority of all Members	

Recommendations:	
A	Nominate and appoint a member to the Rapporteur role for the Skills and Employment Committee

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
	Achieving ambitious skills and employment opportunities
	Achieving good growth
	Increased connectivity
	Enabling resilient communities
	Achieving Best Value and High Performance
<p>Appointing rapporteurs to shadow the work of the thematic committees plays a key role in driving the new ways of working and enhancing the Overview & Scrutiny function which is a key ambition from the ongoing improvement framework of the Combined Authority. A healthy, capable and supported Overview & Scrutiny functionality will drive accountability and improve the effectiveness of decision-making within the Combined Authority, which in turn will contribute to driving enhanced delivery and performance.</p> <p>The Combined Authority is committed to implementing a positive governance culture in all that it does, building upon significant improvements already delivered in response to previously identified governance shortcomings as it seeks to build the foundations for a healthy regional democracy. This involves improving awareness, opportunity and accountability to the public through the Overview & Scrutiny function.</p>	

1. Purpose

1.1	The report provides the Overview and Scrutiny Committee with details regarding the Rapporteur Lead Roles and requests that the committee consider nominating another member to cover the Skills and Employment Committee following Cllr Rippeth standing down from the Committee.
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2. Proposal

2.1	The Overview and Scrutiny Committee agreed to adopt new ways of working and a new approach to implementing the Overview & Scrutiny function at the Combined Authority at its meeting on 19 June 2023: this followed consideration of a number of options over the course of several meetings and supported through Member workshops.
2.2	The committee selected Option A which included the development of the existing Rapporteur roles to shadow the Combined Authority Thematic Committees to help enhance the ways of working between Board and Thematic Committees and the Scrutiny function and help to develop opportunities for early scrutiny involvement in key decision making and strategy development.
2.3	The appointment to Rapporteur roles for each of the Combined Authority Thematic Committees will play a key role in driving these new ways of working: once appointments have been made it is suggested that Rapporteurs meet with the Chairs of the Thematic Committees to discuss how they can best support each other.
2.4	Both members and substitute members of the Overview and Scrutiny Committee are invited to put themselves forward for a Rapporteur role. This acknowledges the additional call on members' time in taking on additional work for the Committee and recognises that substitutes may have greater capacity than a main member. Detail on time commitments is included within the job role description at Appendix 1. If a substitute member is appointed as Rapporteur, they would be able to attend meetings to provide feedback on items they have reviewed. They would only have full voting rights if they were at the committee meeting as a substitute in the absence of the main member.

3. Background

3.1	At the meeting of the Overview and Scrutiny on 19 June 2023, the members agreed to support the implementation of Option A which would create a new strategic focus for the Committee supported by informal planning meetings and the commissioning of deep dive reviews.
3.2	At the Informal Session on August 31 st Cllr Rippeth was appointed as one of the rapporteurs for the Skills and Employment Committee; this appointment was ratified at the September O&S Committee meeting. Following the stepping down of Cllr Rippeth from the O&S Committee; members are asked to consider appointing another member to be a rapporteur for Skills and Employment Committee. Cllr Tim Griffin is currently the standing rapporteur for this Committee; members felt that having two rapporteurs for each committee was prudent in recognising members availability and capacity to attend additional meetings.

4. Appendices

4.1	Appendix A - Rapporteur Job Description
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5. Implications

Financial Implications	
5.1	Appointment of rapporteurs as part of the delivery of the scrutiny function is unlikely to impact significantly on the Combined Authority's finances.
Legal Implications	

6.1	The importance and legitimacy that scrutiny is afforded by the law should be recognised. Overview and Scrutiny was created to act as a check and balance on the executive and is a statutory requirement for all combined authorities.
6.2	Although the existence of the function is set out in legislation, how it operates and how it is structured is left to individual Local Authorities. This provides for a high degree of flexibility and the ability to consider different topics and issues in the most appropriate way.
Public Health Implications	
7.1	There are no public health implications set out within the content of this report, although it should be noted that the new approach to delivering the scrutiny function is intended to contribute to effective decision-making and drive accountability, performance and delivery across all of the Combined Authority remit.
Environmental & Climate Change Implications	
8.1	There are no environmental and climate change implications set out within the content of this report, although it should be noted that the new approach to delivering the scrutiny function is intended to contribute to effective decision-making and drive accountability, performance and delivery across all of the Combined Authority remit.
Other Significant Implications	
9.1	There are no other significant implications set out in the content of this report.
Background Papers	
10.1	March 2023 Overview & Scrutiny Committee: O&S Meeting – March 2023
10.2	June 2023 Overview & Scrutiny Committee: O&S Meeting – June 2023
10.3	July 2023 Overview & Scrutiny Committee: O&S Meeting – July 2023
10.4	September 2023 Overview & Scrutiny Committee: O&S Meeting – Sept 2023
10.5	November 2023 Overview & Scrutiny Committee: O&S Meeting – Nove 2023

Scrutiny Rapporteur - Job Description

Appointed by the Overview and Scrutiny Committee, a scrutiny rapporteur will report back to the committee on work going on in their specified areas.

Aim of the Role:

- Gain an understanding of activity taking place.
- Identify and report back to the O&S Committee on risks relating to this activity.
- Assist the Committee in identifying its work priorities in relation to their area of enquiry: highlighting areas of concern and contributing to discussions concerning the value that O&S may add to the issue by undertaking further scrutiny.

Reporting Process:

- Rapporteurs will engage with the appointed thematic committee on behalf of the O&S Committee; this may mean holding informal sessions with the Chair for the Committee; Executive Director for the Thematic Committee or other relevant officers.
- Rapporteurs can attend Thematic Committee meetings (held bi-monthly) to observe the meeting and submit questions.
- Consult with the O&S Committee Chair to determine whether any recommendations are required.
- Provide updates to the O&S Committee on any areas identified for scrutiny work and flag any future areas by considering the Forward Plan.

This work will be member-led with some support from the Statutory Scrutiny Officer.



Capacity Requirements:

- Virtual or physical attendance at Thematic Committee meetings as well as any additional informal meetings required with relevant officers.
- Research and reading of materials for the relevant Thematic Committee.
- Presenting feedback to the O&S Committee and making any recommendations for further work.

It is estimated that an extra 5-6 hours on member time would be required on a bi-monthly basis. Please note that should the rapporteur wish to undertake a review/deep dive into a specific topic that there would then be a further impact on the time required by the role.



Overview and Scrutiny Committee	Agenda Item
29 January 2023	6

Title:	Improvement Framework with a specific focus on Project plans and delivery
Report of:	Angela Probert, Interim Director of Transformation Programme / Nick Bell. Executive Director, Resources and Performance
Lead Member:	Mayor, Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of all Members present and voting

Recommendations:

A	Note the progress made over November and December against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023, set out in paragraphs 2.2 to 2.9.
B	Note the outcome of the recent Internal Review of the Project planning and delivery improvement programme set out in paragraph 2.10.
C	Note the proposed transition from the current Improvement plan to transformation activity embedded across and down through the Cambridgeshire and Peterborough Combined Authority set out in paragraph 2.8
D	Note the intention to review the current role and focus for the Independent Improvement Board following the delivery of stated areas of improvement identified by the External Auditor and the Best Value Notice set out in paragraph 2.9.

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):	
x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
x	Increased connectivity
x	Enabling resilient communities
x	Achieving Best Value and High Performance

The identified improvements set out in this report to meet concerns of the External Auditor and Best Value Notice will support the Combined Authority demonstrate its ability to achieve best value and enable the delivery of agreed priorities and objectives.

1. Purpose

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| 1.1 | The report updates the Committee on the progress in November and December 2023 against the key concerns and observations identified by the External Auditor in June and October 2022, the Best Value Notice received in January 2023 and DLUHC in February 2023. |
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2. Proposal

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| 2.1 | The highlight report attached as Appendix 1 sets out activity delivered during the period November and December 2023 against the Improvement Plan agreed by the CA Board in May 2023. |
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| 2.2 | Improvement plan progress <ul style="list-style-type: none">• Overall the programme is rated as 'Green' at the end of October 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the five themes set out in the highlight report.• The Improvement Group, chaired by the Executive Director, Resources and Performance continues to assess progress against the agreed plan and address any programme issues or risks.• The Improvement Group has identified the key links between key deliverables set out in the Improvement Plan to ensure a programme wide focus on delivery is in place and dependencies managed. |
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| 2.3 | Governance and decision making (Green) <ul style="list-style-type: none">• The Governance training roll-out has continued for officers and members – specifically on how the CA works with its constituent authorities, running an effective committee/Board meeting and scrutinising and overseeing subsidiary companies of the CPCA.• SAF & EDAF links have been discussed within the project group and DLUHC have signed off the SAF and agree it is an exemplar for other authorities to reference.• The Risk Register has been reviewed to ensure the risks reflect the current project status and has contributed to the development of the programme risk register.• A new governance hub is being developed to provide a single point of contact for the Combined Authority on governance, processes and procedures.• The review of the Audit & Governance Committee's operations compared to other Mayoral Combined Authorities (MCAs) has been completed and shared with Committee members who have made recommendations regarding its outcome.• There is further work required in the Members arena to ensure that there is safe space for challenge outside of the formal CA Board, a space where they can agree joint purpose & focus.• Finally, the new Business Board and governance and processes are beginning to be embedded, the successful recruitment of new members supports this, and the Economic Development Group have met twice.• Some of our work is now being considered as best practice, for example a case study has been provided to the Centre for Governance & Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&S as leading practice. |
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| 2.4 | Procurement (Green) <ul style="list-style-type: none">• The new procurement hub to provide a single point of contact for the Combined Authority on procurement and contract management issues has been launched.• New documentation has been completed for procurement and Grant Funding Agreements and is being rolled out to relevant staff.• Basic training on procurement has been rolled out to every member of staff of the Combined Authority.• More specific training for complex procurements and for contract managers has been sourced for relevant officers and will be delivered in January and February. |
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	<ul style="list-style-type: none"> • Further KPIs to help demonstrate how procurement is delivering best value and social value have been developed and will be rolled out early in the New Year. • Work continues reviewing the main contracts used by CPCA and the workstream is in a very good place to have delivered its key outputs by the end of the year.
2.5	<p>Project plans and delivery (Green)</p> <ul style="list-style-type: none"> • The CA Board in November approved the SAF implementation report as presented to go live in June 2024 following the CA Board AGM as it requires the appointments to be made to the new Investment Committee • Work has been undertaken in support of the implementation, embedding and upskilling required that sits around the Single Assurance Framework • Further work to develop the Performance Management Framework has been completed, the Balanced Scorecard is now a more central element of the report and in addition a RAG rating system has been introduced to aid interpretation of performance data. • A 'State of the Region Review' project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region. • The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation. This will include training for members and officers, and appointment of data champions. An initial all-staff Introduction to the Performance Management Framework session took place on 4 December. • Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the thematic committee. Infrastructure Committee or Business Board). • Training has been the implementation of Risk Software (4Risk) has commenced with initial training completed with the PMO and training for Combined Authority Programme and Project Managers scheduled for November.
2.6	<p>Partnership working (Green/Amber)</p> <ul style="list-style-type: none"> • An exercise was completed to collate evidence and case studies across key projects that have been or are currently being undertaken in each Directorate where collaboration, partnership working and building effective relationships have been instrumental in achieving the desired outcomes for the Combined Authority, its partner organisations, and the region. • The evidence base was completed, and a report was presented for consideration to IIB (Independent Improvement Board) in November. • The view of the IIB was that the case studies provided a wealth of evidence of progress in partnership working. However, it was concluded that it would be premature to conclude the workstream based upon this evidence and that there is scope in the member arena for further work to build a framework and culture that promoted a consensus-based approach to discussion and decisions. This will be developed further as part of the visioning and devolution workshops to take place in January 2024. • The CPCA is currently working with partners to develop its proposition at the UK Real Estate Infrastructure and Investment Forum (UKREIIF) in Leeds on 21st to the 23rd May this year. This will be a key theme and focus for the visioning workshop on 26 January. •
2.7	<p>Confidence, culture and capacity (Green)</p> <p><u>Ambition and priorities</u></p> <ul style="list-style-type: none"> • Tenders have been scored for the delivery of State of the Region and a consultancy has been appointed. The consultants met with the State of the Region Partner Technical Group on the 15th of November to commence work. • In terms of the Vision piece of work, tenders have been received and evaluation/interviews completed. Consultants Prior+Partners have been appointed; mobilisation planning is underway and there is a Vision & Future Devolution Opportunities workshop being held on the 26th January 2024.

- Q2 Corporate Performance Report was presented to November Board as planned.

Leadership

- The second development session for members took place on 22nd November with a focus on 'Budget Scrutiny', nine members including the Chair attended the session and it included a wide-ranging discussion, which all Members were engaged in and found helpful.
- This was followed by the third session, 'Code of Conduct' on the evening of 6th December which again was well attended (circa twenty members including some Board members) and well received.
- A further Executive Director Seminar has also taken place, focussing on the Place & Connectivity Directorate.

Values and behaviours

- Feedback from the fourth staff conference and workshops has been reviewed and the information is available for staff on the newly re-launched Central CPCA Hub. The feedback has also been used to inform the development of the next staff survey which was launched on 6th December alongside a video detailing some of the changes made in response to staff feedback. Findings from the survey will be shared at the next staff conference scheduled for the 1st of February. Planning is well under way for this.
- Findings and recommendations from the external review of Communications, Engagement & Public Affairs has been shared with constituent Councils and partners engaged in the review, with an offer for further 1:1 meetings to discuss outcomes and next steps. Phase One of the plan, which was derived from the communications review has been completed and this includes the confirmation of three key posts (Head of Service, Corporate Communications Manager and Public Affairs & Stakeholder Engagement Manager) within a newly integrated Communications, Engagement & Public Affairs Team. Additionally, a new approach to campaigns and engagement is being trialled using the launch of the "Road to Better Buses" campaign at the end of November, and through the Corporate Plan and MTFP consultation.

Recruitment, retention, reward, and resourcing

- New Recruitment and Selection Training was signed off by CMT on 20th November and this was communicated to managers w/c 27th November regarding the commencement of training. The new procedures aim to ensure an efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.
- Mid-year reviews with staff have been completed. This provides an opportunity to reinforce our values and behaviours with staff and ensure they are being adhered to and encouraged. We are still collating documentation and feedback but so far, the information is encouraging with 89% of reviews currently confirmed as completed.
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2.8

Transition from improvement to transformation and continuous improvement embedded across the CPCA

- The Improvement programme has delivered or is on track to deliver on all areas of concern set out in the Best Value Notice and External Auditors letter. Regular meetings have taken place with the Department for Levelling Up, Housing and Communities (DLUHC) and the Chief Executive has written to the External Auditor (attached as Appendix 2) on progress made to address identified concerns.
- There is a need to keep a focus on those areas not yet delivered e.g. Implementation of the agreed Single Assurance Framework scheduled to be delivered by June 2024, to give the Independent Improvement Board and DLUHC confidence that the Combined Authority is clear (and confident) in its journey of continuous improvement.
- The report to the Combined Authority Board at the end of January will give an update on this exercise to identify all areas of stated improvements that have delivered agreed outputs and

	<p>milestones to address concerns by the External Auditor and Best Value Notice, and also any areas that need a continued focus to embed the improvements made.</p> <ul style="list-style-type: none"> • It is also anticipated that the Combined Authority will have received feedback from DULHC and the External Auditor on any outstanding areas of concern. • The pace of required improvement has meant the organisation will need to continue to focus on embedding the changes and be recognised as ‘this is how we work around here’ and also evidence this through KPIs or other indicators. The Combined Authority will only see the benefit of this investment and hard work if it looks to embed the required governance, way of working, delivery and culture, and understand how this supports transformational change to deliver ambitions for the region and evidences the impact of this. • In February 2024 using the governance mechanisms already in place, it is proposed to: <ul style="list-style-type: none"> • Close down identified improvement activity that is agreed to have been delivered. • Learn lessons from this latest phase of improvement – and use going forward. • Agree areas of ‘Transformation/Continuous Improvement’ and where they sit in the revised 24/25 Directorate Business Plans currently being developed. • Confirm outcomes and how impact will be measured (through a newly defined continuous improvement plan) • Agree governance by the corporate management team in leadership, monitoring and reporting. • Consider a potential revised role for the Independent Improvement Board, as set out in paragraph 2.9 of this report. • Consult with key stakeholders on the proposed approach. • In March 2024 it is proposed to: <ul style="list-style-type: none"> • Report the proposed approach to Overview and Scrutiny Committee, Audit and Governance Committee, the reformed Independent Improvement Board and external observers. • Seek agreement at the Combined Authority Board on 20 March 2024 to the proposed approach to Transformation/Continuous Improvement and any revised role and remit of the Independent Improvement Board
2.9	<p>Independent Improvement Board engagement and future role</p> <ul style="list-style-type: none"> • The Independent Improvement Board (IIB) continues to meet formally on a bi-monthly basis where it receives a report by the Chief Executive on the progress of the Improvement plan. Constituent Chief Executives attended the IIB meeting on 16 January to discuss the opportunities that the developing future vision and deeper devolution will give the CPCA region and how all of the Board and officers need to work together. • A note from the Chair, Independent Improvement Board will be circulated to the CA Board and other key stakeholders on areas of assurance and those that require further focus. This note will also be circulated to members of the Audit and Governance Committee in advance of the meeting. • The Chief Executive and senior officers continue to engage with IIB members on a regular basis and the IIB Chair key continues to meet key stakeholders. • With the potential that external agencies may assess that the Combined Authority has addressed the key concerns set out in the External Auditor’s letter and the Best Value Notice, consideration needs to be given to whether there is an on-going role for the Independent Improvement Board; and if so, what this is and how this might best support the Combined Authority Board in the delivery of the stated ambitions for Cambridgeshire and Peterborough Combined Authority and the region.

- The remit and focus for the Independent Improvement Board was agreed in October 2022 by the Combined Authority Board and adopted by the Independent Improvement Board in January 2023.
- The current focus for the Independent Improvement Board reflected in the current Terms of Reference attached as Appendix 3 is to:
 - Provide external advice, support, challenge and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
 - Support the delivery of the Combined Authority Improvement Plan agreed by the Combined Authority Board.
 - Provide assurance to the Combined Authority Board and external agencies of the progress on delivering the key outcomes and associated activity set out in the Improvement plan.
 - Identify and share learning and best practice with Members and Officers on all activities included in the Authority’s Improvement Plan, including identification of development opportunities for both members and officers.
- Following the discussion at the Independent Improvement Board meeting on 16 January a potential revised remit will be drafted and circulated to the Independent Improvement Board for consideration in February. The draft remit and terms of reference will then be shared with relevant Combined Authority Committees, and other key stakeholders; to be signed off at the Improvement Board meeting in March, considered by Audit and Governance and Overview and Scrutiny Committees and presented to the Combined Authority Board at its meeting on 20 March 2024 for agreement.

2.10 **Internal Audit review – Project planning and delivery improvement programme**

- Following the positive Internal Audit on the ‘Governance and decision-making’ improvement activity in September, a further Internal Audit review was undertaken in December on the ‘Project planning and delivery’ improvement programme.
- The Internal Audit report concluded that:

‘overall, the CPCA was able to demonstrate that Workstream E (Project planning and delivery) of the Improvement Plan captured the key improvement themes identified and was subject to robust approval and monitoring processes. Key deliverables had been reported as achieved in line with the timeframes set out in the reframed Improvement Plan, whilst the organisation demonstrated collaboration with key stakeholders in the creation of frameworks designed as part of the workstream.

In a highlight report to the CPCA Board meeting in November 2023, the Project Planning & Delivery Workstream was RAG rated green by the organisation for the period up to the end of October 2023, meaning that successful delivery of the workstream in terms of cost, time and quality was highly likely’.

- It was noted that the frameworks will not be in operation until the following financial year and we have identified scope for improvements in relation to ensuring that the organisation has documented how it will assure itself that the new frameworks are being effectively applied in practice.

- The Internal Audit opinion stated:
‘Taking account of the issues identified, the Board can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk(s).’

	<ul style="list-style-type: none"> • The following actions have been agreed and owners identified: <ul style="list-style-type: none"> <u>Management Action 1 (Workstream Group)</u> <ul style="list-style-type: none"> ○ We will add sections for revised dates and completed dates on the action logs for Workstream meetings. ○ Priority: Low <u>Management Action 2 (Embedding Change)</u> <ul style="list-style-type: none"> ○ For all frameworks created as part of the Project Planning and Delivery workstream, we will ensure that it has documented an implementation plan, setting out the key tasks to ensuring that the framework will be applied in practice, each with an owner and due date. ○ Priority: Low <u>Management Action 3 (Embedding Change)</u> <ul style="list-style-type: none"> ○ For all frameworks created as part of the Project Planning and Delivery workstream, we will ensure that it has an agreed list of quantitative and qualitative measures which it can utilise to assure itself that the frameworks are applied in practice. ○ Priority: Medium <u>Management Action 4 (Partner working group)</u> <ul style="list-style-type: none"> ○ We will ensure that key discussions from the Partner Working Group will be formally captured. ○ Priority: Low
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3. Background

3.1	The proposals set out in this report respond to the report presented to CA Board in March 2023. The link to the relevant Board papers is attached as set out in paragraph 10.1. The proposals also address directly the issues raised by the External Auditor, the Best Value Notice and DLUHC; again attached through a link in paragraph 10.1
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4. Appendices

4.1	Appendix 1- Highlight report November / December 2023 Appendix 2 – Letter from Chief Executive to External Auditor Appendix 3 – Current Terms of Reference for the Independent Improvement Board
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5. Implications

Financial Implications	
5.1	The Board in July approved an additional £250K to fund the Improvement Programme to the end of January 2024 and it is anticipated that these funds will cover all the required activity to that point.
Legal Implications	
6.1	<p>The external auditor report and Best Value Notice to Combined Authority set out the statutory background to the auditor’s report and the obligations falling on the Combined Authority as a consequence.</p> <p>The Combined Authority has taken actions that have improved the governance of the Combined Authority in line with the Combined Authority’s Constitution and promote the Combined Authority’s statutory duty of best value and continuous improvement.</p>

	<p>Continued delivery of this plan provides evidence of compliance with a number of recommendations that have been made by the External Auditors and in the Best Value Notice. The actions taken so far and that will continue to be taken is consistent with and will promote the achievement of the Combined Authority's legal duty to achieve Best Value</p> <p>The Combined Authority's Audit Committee is defined by the Local Government Act 2000. An effective Audit Committee will give assurance to elected members and the public about the governance, financial reporting and performance of the Combined Authority. This committee is therefore able to review, assess and scrutinise the information provided to them in this report in order to provide assurance.</p>
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	
9.1	None
Background Papers	
10.1	Best Value Notice External Auditor Letter

Programme Level Highlight Report

for the Period:

1 November 2023 to 31 December 2023

**Improvement Plan Phase 2
Programme Level Highlight Report for the Period:**

Period – 1 November 2023 – 22 December 2023

Lead Executive Director Overview

I am pleased to present the highlight report for the Improvement Plan for November and December 2023.

As with previous highlight reports, I continue to highlight the five themes of this phase of our improvement journey and how this focusses tightly upon the expectations- based upon their advice and feedback - of our Independent Improvement Board, DLUHC (Department for Levelling Up, Housing and Communities) and the external auditor to ensure our priorities for improvement reflect those of our partners and stakeholders. It should be noted that these themes encapsulate actions to address in full both the issues raised by DLUHC in their Best Value Notice letter of January 2023 and the letter received from the External Auditor raising concerns in July 2022.

Regarding the safeguarding of staff, the cross-party Hearing Panel of the Audit & Governance Committee met in November to consider the conclusions of the independent investigator's report. The unanimous decisions of the Hearing Panel are a matter of public record but, in the context of our improvement journey, I believe demonstrate that we have established effective processes to consider and conclude such matters, whilst also noting that we will continue to review and improve those processes as part of continuous learning and improvement.

The Board meeting in November also saw a number of workstreams once again return for endorsement and approval of our progress. For example:

Following Board approval of the draft Single Assurance Framework (SAF) in September and its subsequent submission to, and approval by, Government the Final SAF was approved. I am pleased to note that at present the CPCA is the only Combined Authority with a Government approved Assurance Framework that has been assessed under English Devolution Accountability Framework requirements. This places us at the forefront of this work and the team are to be congratulated on this achievement.

The Board also agreed significant revisions to the Officer Scheme of Delegation included within the Combined Authority's Constitution to bring them in line with the SAF, the procurement review and other work undertaken by the Improvement Programme.

Finally, Grant Thornton who have been commissioned by the LGA to develop key guidance on governance for Combined Authorities met with us to understand the new governance arrangements at the CPCA, the new SAF and the Performance Management Framework and how they all linked together to drive effective decision-making and delivery. It is expected that this feedback will form a significant element of the guidance being developed and is another example of how our improvement journey is placing us as an example of best practice amongst Combined Authorities.

At the IIB meeting in November progress on Improvement was warmly received. However, the IIB also reflected upon the Partnership Working theme and next steps. It was noted that an exercise had been completed to develop a series of case studies which will serve as a benchmark of progress with our partnership journey. These case studies will allow us to look across the partnership landscape, draw lessons for further improvement and from that

draw up the next stage of our partnerships action plan. The IIB asked that we use this work to set an ambitious baseline to embed partnership working across the authority, with a particular focus upon member activities.

Given this positive progress and based upon the information in this report, the direction of travel for the Improvement Programme, as demonstrated by the agreed RAG ratings, is positive with 4 themes rated as green & Partnerships rated as green/amber, meaning that delivery of all the agreed outcomes to time and budget is considered by the CMT (Corporate Management Team) workstream lead to be highly likely.

I continue to be confident of progress and achievement as we move forward and expect this to continue to be reflected in future highlight reports.

	This Period		Last Period	
Governance and decision making	Green		Green	
Procurement	Green		Green	
Project plans and delivery	Green		Green	
Partnership working	Green	Amber	Green	Amber
Confidence, culture, and capacity	Green		Green	

Programme Governance

Workstream Highlight Reports

Governance and Decision Making		
<p>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 (Cambridgeshire and Peterborough Combined Authority) governance arrangements is positive. Increase & improve the representation on decision making committees & boards of councillors from across the political spectrum.</p> <p>Project Outcomes:</p> <ul style="list-style-type: none"> - Plan for embedding new structures - Review membership of committees, & advisory groups - Review of BB (Business Board) role & role of BAP - Develop Terms of Reference for each group - Create Financial Regs, Procurement Code & SAF - Consideration of EDAF (English Devolution Accountability Framework) Requirements - Internal review of governance arrangements by A&G (Audit & Governance) - Review 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:	30/05/2024	
Forecast Completion Date:	30/05/2024	
Reporting Period:		
01/11/2023 – 31/12/2023		
Governance and Decision-Making Project Status	This Period:	Green
	Previous Period:	Green
Governance and Decision Making – November / December Project Update:		
<p>Key Activities: The project workstream have met and have moved forward several key activities linked to the Improvement Plan. The key activities undertaken this period:</p> <ul style="list-style-type: none"> > Training roll-out – specifically how the CA works in relation to the districts/unitary authorities. > SAF & EDAF links have been discussed and DLUHC have signed off the SAF and agree it is an exemplar for other authorities to reference. > We have reviewed the risk register to ensure the risks reflect where we are in terms of governance – part of effective project management. > The audit of governance has been completed & the findings are being reviewed to ensure they are covered in the workstream. 		

Engagement:

The workstream group have agreed to move to monthly meetings which will jointly focus on progress and risks.

SAF sign off by DLUHC moves the framework to the next stage of implementation and the governance structures are in place to support this.

There is further work required in the Members arena to ensure that there is safe space for challenge outside of the formal CA Board, a space where they can agree joint purpose & focus.

Finally, the new Business Board and governance and processes are beginning to be embedded, the successful recruitment of new members supports this, and the Economic Development Group have met twice.

The scrutiny work undertaken by the CA is being considered as best practice, for example a case study has been provided to the Centre for Governance & Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&S as leading practice.

Concerns/Issues:

There are no concerns relating to the changes to Governance & Decision making, there is a requirement to focus on the training support for CMT colleagues with regards to ensuring the committees are utilised correctly for decision making. The Member arena is still an area for concern but the workstream are not able to influence this, this needs to be driven by CMT and the Mayor's Office.

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:

Further good progress has been made on this workstream during November and December. The Board decision on 29th November to approve the SAF and its implementation plan (following its sign off by the DfE, DfT, DLUHC and the relevant DLUHC Director) and the approval of a revised scheme of officer delegations were important milestones for us.

Much work was also undertaken to develop a more open and transparent process for the refresh of the Corporate Strategy and the Medium-Term Financial Plan, which included strong engagement with key partners, constituent councils and the Overview & Scrutiny Committee leading up to the draft MTFP being approved for consultation on the 29th of November. Specific training on budget scrutiny was also provided to the Overview & Scrutiny Committee Members during this period.

Although not a specific deliverable in this workstream, the conclusion of the Code of Conduct at the Hearing Panel on the 14th of November was a major step for the Combined Authority, and Audit & Governance Committee will review lessons learned from the process at its future meetings.

Overall, I am pleased with progress on this workstream which remains on track to deliver its key outputs by the end of the year.		
Governance and Decision Making - Key Milestones/Activities this Period:		Status
1	Expansion of Shareholder Comm to Investment Committee – in line with the agreed SAF	Ongoing
2	Agree officer support requirements for O&G	Ongoing
3	Complete BB governance changes	Ongoing
Governance and Decision Making - Key Milestones/Activities Planned for Next Period:		
1	Expansion of Shareholder Comm to Investment Committee – in line with the agreed SAF	
2	Agree officer support requirements for O&G	
3	Complete BB governance changes	
4	Implementation plan development for SAF	
Governance and Decision Making - Project Risks:		
	Risk Description	Mitigation
1	Financial instability of partner Authorities	"Stay aware of the financial health of partner authorities. Working with Section 151 Officers - Nick Bell organised 151 group."
2	Scrutiny role not developing in line with EDAF expectations	Financial planning workshops and training. Monitoring Officers have been contacted regarding workshops with other O&S (Overview & Scrutiny) committees.
Governance and Decision-Making Report Completed By:		Louisa Simpson
Completion Date:		19/12/2023

Procurement

Project Description: To redesign the Procurement function in line with the Price Waterhouse Cooper Procurement Review report commissioned by the CA, ensuring that Governance, Operating Model, Capability & Capacity and Compliance are reflected in the redesign. Then conducting the practical elements of updating the Contracts Register, revising the Procurement Strategy, Policy & Procedures. Finally, 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 Support:	Heidi Robinson
Agreed Completion Date:	29/03/2024
Forecast Completion Date:	29/03/2024

Reporting Period:	01/11/2023 – 31/12/2023	
Procurement Project Status	This Period:	Green
	Previous Period:	Green

Procurement – November / December Project Update:

Activities:

- > Recruitment of procurement staff to support new structure – completed. The Contract Manager post is in train. The JD being written and expected to be advertised by January.
- > Procurement training for all staff – this has been issued and staff are completing.
- > Complete the development of standard templates for procurement documentation – not completed yet, will be on the HUB, completed by 31 December 2023.
- > Agree a scheme of "Delegated Procurement Authority" (Delegated Authority) – this is linked to sign off the SAF which was signed off at the CA Board on the 29th of November 2023, the updating of contracts is also linked to this decision point at Board.
- > The procurement Hub, completed by the end of November 2023.
- > The comms strategy to support the roll out of the procurement hub and support documents is being developed due to be completed by December 2023.
- > Development of Procurement KPIs, links have been made with the Strategy & Policy Team to support the development of KPIs.

Engagement:

The subgroup is moving to monthly meetings to monitor progress & risk.
 The SAF been signed off by DLUHC – this supports the requirement for Procurement involvement in Business Case development.
 The Procurement Team recruitment has enabled the team to be embedded in the CA and offer timely support across new projects.
 Procurement colleagues have worked with the Policy Team to look at the development of KPIs and is working with the Comms Team to develop a comms plan for the procurement function.

Issues/Concerns:

Currently there are no issues or concerns, the delivery of the action plan and outcomes is on target and is happening at the required pace.

RAG Rating:

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.

Procurement: Workstream Sponsor Comments:

Further positive progress has been made during November and December. The new procurement hub to provide a single point of contact for the Combined Authority on procurement and contract management issues has been launched, new documentation has been completed for procurement and Grant Funding Agreements and is being rolled out to relevant staff, and basic training on procurement has been rolled out to every member of staff of the Combined Authority. More specific training for complex procurements and for contract managers has been sourced for relevant officers and will be delivered in January and February. Further KPIs to help demonstrate how procurement is delivering best value and social value have been developed and will be rolled out early in the New Year.

Work continues reviewing the main contracts used by CPCA and the workstream is in a very good place to have delivered its key outputs by the end of the year.

Procurement - Key Milestones/Activities this Period:		Status
1	Engage HR to support any potential contractual changes to support SAF	Ongoing
2	Complete Contract Manager recruitment	Ongoing
3	Launch Procurement Hub	Ongoing

Procurement - Key Milestones/Activities Planned for Next Period:

1	Engage HR to support any potential contractual changes to support SAF
2	Complete Contract Manager recruitment
3	Launch Procurement Hub
4	Develop KPIs linked to Procurement

Procurement - Project Risks:

	Risk Description	Mitigation
1	Financial delegations not agreed by Board	Working closely with the Board to ensure there is agreement of the delegated financial options proposed.
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. The Policy team are assisting with developing Procurement KPIs using the approved Performance Management Framework.
3	Procurement staff are not retained leading to loss of necessary skills and experience	Provide appropriate induction upon employment commencing, training opportunities to develop skills, provide a scope of work that is interesting to the individual and captures their attention, ensure inexperienced staff are engaged in all staff events to embed positive culture and new values. Finally, ensure staff progression is clear, membership opportunities are in place and a clear training and support plan is in place.
4	Contract & Grant Register not up to date	The Contract Register is complete, and discussions are being held on how far back the dates should go. New Procurement Officers will keep on top of this work until the new Contract Manager comes onboard.
5	Procurement and Contract Management training does not improve Officer knowledge.	Thorough research to ensure best provider secured to deliver the training. Contacted providers who can tailor the training to our processes and contextualise the learning to promote further embedding. Training to be reviewed regularly and could be incorporated into appraisal process.
Procurement Report Completed By:		Louisa Simpson
Completion Date:		19/12/2023

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 Support:	Thomas Farmer
Agreed Completion Date:	31/06/23
Forecast Completion Date:	30/06/23

Reporting Period:	01/11/2023 – 31/12/2023
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Project Plans and Delivery Project Status	This Period:	Green
	Previous Period:	Green

Project Plans and Delivery – November / December Project Update:

Key Activity

The key activity since the draft SAF was approved at the September Board meeting has been focused on the Single Assurance Framework, this has involved liaison with Government Departments to seek clearance of the SAF, as well as preparing the report required for Board consideration on 29 November and developing the SAF implementation plan.

The SAF was approved by the DLUHC, DfT and DfE review teams and was officially signed off by the relevant DLUHC Director on 20th November. DLUHC and DfT provided some advice on elements of the SAF that could be worded more effectively during the review process, this advice has been taken on board in full and incorporated into the final SAF document.

It is our understanding that at present the CPCA is the only Combined Authority with a Government approved Assurance Framework that has been assessed under English Devolution Accountability Framework requirements.

Board considered proposals for the publication and implementation of the SAF on the 29th of November, the proposals were to implement SAF Phase A between January and May 2024 and to implement SAF Phase B between January and June 2024. SAF Phase C will be implemented following the Board AGM in June 2024 as it requires the appointments to be made to the new Investment Committee.

Board approved the implementation report as presented which now shifted the focus in December onto implementation. In early December, the Project Manager and PMO have met to discuss and review the implementation plan.

A significant amount of work has been undertaken in support of the implementation, embedding and upskilling required that sits around the Single Assurance Framework regarding training. The Project Lead (Heidi) leading on training has engaged with the Association of Project managers (APM) to schedule the following:

- Scheduled APM PFQ training – arranged for 30 CPCA staff and 34 Partners.
- Scheduled APM PMQ training – arranged for 26 CPCA staff and 31 Partners.

Heidi is also currently in the process of making arrangements for business case training for both CPCA staff and Partners (mainly Constituent Council Officers). All this upskilling is vital in support of implementing and embedding SAF.

Grant Thornton, who have been commissioned by the LGA to develop key guidance on governance for Combined Authorities met with the Project Manager who took them through the new governance arrangements at the CPCA, the new SAF, the PMF and explained how they all plugged into each other to drive effective decision-making and delivery. It is expected that this feedback will form a significant element of the guidance being developed.

Further work to develop the Performance Management Framework has been completed in preparation for presentation to Overview and Scrutiny Committee on 27 November and Board on 29 November.

The presentation of the Corporate Performance Report has been adapted in response to member feedback. The Balanced Scorecard is now a more central element of the report; the narrative element of the exception report on red rated metrics has been removed from the covering paper; and further commentary has been added on the overall trends of the time series data. An additional RAG rating system has been introduced to aid interpretation of performance data: metrics are now RAG rated against target (where available) in addition to being RAG rated against direction for improvement.

The Office for Local Government (Oflog) is developing a dashboard that compares performance data across similar local authorities. A beta version of the Local Authority Data Explorer has been launched with a handful of metrics and further metrics will be released in tranches. The Combined Authority has responded to a consultation providing feedback on the draft metrics. The Oflog metrics will inform our further development of the Corporate KPIs.

A 'State of the Region Review' project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region. Findings from the review will be presented accessibly in a suite of communications resources including a report, video and an interactive dashboard embedded in the Cambridgeshire and Peterborough Insight website.

Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the thematic committee. The quarterly Thematic Performance Reports will be scrutinised by our Corporate Management Team (CMT) and the relevant thematic committee (Skills and Employment Committee, Environment and Sustainable Communities Committee, Transport and Infrastructure Committee or Business Board). Whilst this work is in development, progress updates will be reported via Directors' Highlight Reports.

The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation. This will include training for members and officers, and appointment of data champions. An initial all-staff Introduction to the Performance Management Framework session has been scheduled for 4 December.

Following on from the approval of the Risk Management Framework at the 20th of September Board, we have moved to the implementation stage of the framework. The risk software, (4Risk), is being rolled out to all CPCA directorates so from December all risk reporting will be centralised and be available to all relevant staff. Risk software training has been scheduled with all services this month.

The detailed risk reporting that has been available at a corporate level will now be available at service level. It is expected that all risk reports to each respective board or committee follow an agreed format, (risk register, heat map and risk dashboard). This will allow members and the corporate management team access to the latest risk information and support informed decision making.

A significant amount of preparation work has also been undertaken in November to prepare for the Internal Audit of the Project Plans & Delivery workstream with interviews taking place in early December.

The clearance of the SAF by Government and the development of an implementation plan are significant steps for the Combined Authority. The project team are confident that they are on track to successfully deliver the outstanding actions within the workstream and to successfully embed the three new frameworks. As a result, the RAG rating of GREEN reflects the view that the project team believe the workstream is being delivered in line with the timetable and budget.

Engagement

Single Assurance Framework (SAF)

The focus of engagement work relating to the SAF has been around DLUHC, DfT and DfE engagement in support of the Government clearance process.

Engagement work has been undertaken to continue to develop understanding of the SAF and to develop key templates and guidance that will be produced in support of the SAF. This has involved a workshop with the CPCA Governance Team to discuss how to embed behaviours required by the SAF in alignment with embedding good governance behaviours across the CA.

A workshop was also held with the CPCA PMO to take them through SAF and provide some examples of how certain projects would go through it, this is particularly important as the PMO need to be the guardians of the SAF and play a key enabling role in its future application. This is a key task to ensure the appropriate knowledge transfer is delivered from the Interim who is the Project Manager to the PMO team.

There has also been a PMO session with the Project Manager to initially discuss business case routes through the SAF, this conversation was also undertaken with the Economy & Growth team in the CPCA. In December, another workshop took place to discuss and review the SAF implementation plan.

The Economy & Growth Team have been provided with a SAF overview this month and will be engaged more significantly in the coming months to feed into the development of key templates.

An information session on the SAF took place with the Transport Team to provide an overview of the three key phases within the SAF and how it would impact the Transport Team.

To support the upcoming internal audit of the workstream a chronology of meetings and key data, change requests, key decisions, and an overview of the origins of the workstream and the governance of the workstream have been produced to be provided to the Internal Audit team.

The planned engagement session with Huntingdon Council which was originally scheduled in November took place in early December, the session was extremely positive.

Finally, the Project Manager attended the Combined Authorities Assurance Network at the end of November to set out details of the SAF and answer any questions on its content in relation to EDAF.

Risk Management Framework

Engagement this month has concentrated on the implementation of the Risk software and training for nominated officers.

All directorate and service level officers have been included across the Authority.

A further engagement session with the M10 Assurance group is planned for the 23rd of November.

Key Issues:

1. There are no identified key issues at present.

RAG Rating Rationale

The rating of Green is a continuation from the previous Green rating on the previous Highlight Report and a reflection of the confidence within the workstream.

Project Plans and Delivery: Workstream Sponsor Comments:

The approval of the SAF by Government is a significant step not just in delivering this workstream but also in demonstrating the robustness of improvements being delivered through the Improvement Plan. The November Board meeting provided a further opportunity for strategic level discussion of the SAF and agreement on its implementation, all of which was supported unanimously. Focus now means to implementation of SAF and the PMF.

Project Plans and Delivery - Key Milestones/Activities this Period:

Status

1	Complete detailed implementation plan for SAF in alignment with Board approved implementation dates	High level implementation plan agreed by Board on 29 November, subsequently implementation project group established and detailed implementation plan completed. Focus is on ensuring knowledge transfer and handover from Project Manager to PMO during implementation
2	Complete roll out of Risk software to services and supporting training for users.	Ongoing

Project Plans and Delivery - Key Milestones/Activities Planned for Next Period (January 2024):

1	Set up and operation of SAF Implementation governance arrangements and feed into Project Plans & Delivery workstream
2	Draft Business Case templates & guidance drafted
3	Delivery of January actions detailed in SAF implementation plan

Project Plans and Delivery - Project Risks:

	Risk Description	Mitigation
1	PMO strengthened Mandate – Funding not available	SAF has been developed to be applicable with or without additional PMO resources, however additional resource is required to meet objectives of full SAF delivery, meet Constituent Council asks and develop the PMO centre of excellence approach requested by Board in Improvement Plan.

		Discussions have taken place with Finance to ensure required resource is understood and a further meeting will be arranged to discuss detailed proposals.
2	CPCA staff upskilling and implementation of SAF is not sufficient	Lunch and Learn session already held and staff video released. Further plans to engage and train staff to be set out in Implementation Plan.
3	IT systems not provided to deliver PMF (Performance Management Framework) and SAF	Specification being developed as part of Project Plan requirements, initial discussions regarding procurement have already taken place with Finance.
4	CPCA unable to recruit required Analyst resource	Additional Analyst capacity is required to support full implementation of the Performance Management Framework. Budget and establishment are in place, but the recruitment market for analysts is highly competitive. A shared services model with Cambridgeshire County Council is being explored as an alternative resource.
Project Plans and Delivery Report Completed By:		Jodie Townsend
Completion Date:		21/12/23

Partnership Working

Project Description: To enhance partnership working within the combined authority, enabling it to function 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.

Project Outcomes:

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.

Workstream Sponsor:	Richard Kenny
Project Manager/s:	Peter Tonks
PMO Support:	Heidi Robinson
Agreed Completion Date:	29/03/2024
Forecast Completion Date:	29/03/2024

Reporting Period:		01/11/2023 – 31/12/2023	
Partnership Working Project Status	This Period:	Green	Green
	Previous Period:	Amber	Amber

Partnership Working – November / December Project Update:

In the last report we advised that discussions with the constituent councils’ Chief Executives indicated that in their view the Combined Authority is working collaboratively across the region and that relationships and partnership working are no longer broken (as was previously suggested back in 2020).

Considering this, the direction of the workstream changed to focus firstly on demonstrating how such collaborations and partnerships have worked to deliver better outcomes for the Region and secondly form a view as to what further lessons and improvements we might propose.

Accordingly, an exercise was completed to collate evidence and case studies across key projects that have been or are currently being undertaken in each Directorate where collaboration, partnership working and building effective relationships have been instrumental in achieving the desired outcomes for the Combined Authority, its partner organisations, and the region.

The evidence base was completed, and a report was presented for consideration to IIB (Independent Improvement Board) for guidance on the next steps to take regarding the workstream overall.

The view of the IIB was that the case studies provided a wealth of evidence of progress in partnership working. However, it concluded that it would be premature to conclude the workstream based upon this evidence. The IIB felt that there was scope in the member arena for further work to build a framework and culture that promoted a consensus-based approach to discussion and decisions.

The next step therefore is to build a revised Improvement Workstream Plan clearly outlining the next stages and expected outcomes. In the meantime, the IIB felt that a RAG rating of Green/Amber would reflect both achievements to date, but a level of confidence in meeting challenges ahead.

Issues

No risks that have crystallised as issues were identified in this month.

RAG Rationale

The RAG Rating for this workstream is Green/ Amber. It is clear from both partner and IIB feedback contained within the evidence collected to date that significant progress has been made and partners believe that the CA commitment to partnership working is good. The next steps are to embed this partnership ethos into the culture and practices, with a particular focus on the CA Board and other member led activities.

Partnership Working: Workstream Sponsor Comments:

The project team’s work to date demonstrates that there is confidence that the work being undertaken to evidence our commitment to partnership working will demonstrate that CPCA recognises the value of working with public and private partners to achieve more efficient and effective policy development, economic growth and investment, better services, and customer-focused outcomes.

The reflections of both DLUHC and the IIB remind us that successful partnership working will be central to our ambitions for the CA, devolution and the lifting of the BV notice and I look forward to collaborating with the team to frame the next steps for this workstream.

Partnership Working - Key Milestones/Activities this Period:		Status
1	Complete a workstream plan for the next phase of this workstream	Ongoing

Partnership Working - Key Milestones/Activities Planned for Next Period:	
1	

Partnership Working - Project Risks:		
	Risk Description	Mitigation
1	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 importance of Partnership Working is embedded in the Single Assurance Framework.

Partnership Working Completed By:	P Tonks
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Completion Date:	18/12/2023
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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 solid 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 evaluated through staff surveys, exit interviews and external review

Workstream Sponsor:	Kate McFarlane
Project Manager/s:	Peter Tonks
PMO Support:	Heidi Robinson
Agreed Completion Date:	29/03/2024
Forecast Completion Date:	29/03/2024

Reporting Period:	01/11/2023 – 22/12/2023	
Confidence, Culture and Capacity Project Status	This Period:	Green
	Previous Period:	Green

Confidence, Culture and Capacity – November / December Project Update:

Key Activities undertaken this period include:

Ambition and priorities

- Tenders have been scored for the delivery of State of the Region and a consultancy has been appointed. The consultants met with the State of the Region Partner Technical Group on the 15th

of November to commence work. In terms of the Vision piece of work, tenders have been received and evaluation/interviews completed. Consultants Prior+Partners have been appointed; mobilisation planning is underway.

- Q2 Corporate Performance Report was presented to November Board as planned.

Leadership

- The second development session for members took place on 22nd November with a focus on 'Budget Scrutiny', nine members including the Chair attended the session and it included a wide-ranging discussion, which all Members were engaged in and found helpful.
- This was followed by the third session, 'Code of Conduct' on the evening of 6th December which again was well attended (circa twenty members including some Board members) and well received.
- A further Executive Director Seminar has also taken place, focussing on the Place & Connectivity Directorate.

Values and behaviours

- Feedback from the fourth staff conference and workshops has been reviewed and the information is available for staff on the newly re-launched Central CPCA Hub. The feedback has also been used to inform the development of the next staff survey which was launched on 6th December alongside a video detailing some of the changes made in response to staff feedback. Findings from the survey will be shared at the next staff conference scheduled for the 1st of February. Planning is well under way for this.
- Findings and recommendations from the external review of Communications, Engagement & Public Affairs has been shared with constituent Councils and partners engaged in the review, with an offer for further 1:1 meetings to discuss outcomes and next steps. Phase One of the plan, which was derived from the communications review has been completed and this includes the confirmation of three key posts (Head of Service, Corporate Communications Manager and Public Affairs & Stakeholder Engagement Manager) within a newly integrated Communications, Engagement & Public Affairs Team. Additionally, a new approach to campaigns and engagement is being trialled using the launch of the "Road to Better Buses" campaign at the end of November, and through the Corporate Plan and MTFP consultation.

Recruitment, retention, reward, and resourcing

- New Recruitment and Selection Training has been signed off by CMT on 20th November and communications are due to go out to managers w/c 27th November regarding the commencement of training. The new procedures aim to ensure an efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.
- Mid-year reviews with staff have been completed. This provides an opportunity to reinforce our values and behaviours with staff and ensure they are being adhered to and encouraged. We are still collating documentation and feedback but so far, the information is encouraging with 89% of reviews currently confirmed as completed.

Engagement

The above activity demonstrates a range of engagements have taken place with staff, members and external organisations across the Combined Authority and Region.

These include Vision and State of the Region Working Group established, and engagement between consultants and partners via the State of the Region Partner Technical Group underway; Engagement with relevant partners to produce and present the Q2 Performance Report;

Engagement with members through development sessions; and information sharing with constituent councils and partners regarding the communications review.

Several engagement activities have also now shifted from the workstream into business as usual including; Regular updates via the Happenings newsletter and the CEX weekly email 'A View from the Bridge'; The promotion of HR policies and procedures through lunchtime drop-in sessions and virtual and physical 'Ask HR sessions'; and the continuation of wider communications through 'all-staff' meetings and briefings accompanied by vlogs and videos from senior officers to embed our values and behaviours.

Further, work continues the members Hub with a planned launch for January 2024. This is an online area which will be used for information sharing and dissemination. This will be accompanied by a Members' Newsletter, also planned for release in January.

Key Issues

No risks that have crystallised as issues were identified in this month.

RAG Rationale

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

Confidence, Culture and Capacity: Workstream Sponsor Comments:

Work on this improvement theme remains on track with procurement of consultants for two key pieces of work State of the Region and development of a Shared Vision completed. The Q2 performance report has been considered at scrutiny and the Board. The recruitment of two senior roles has concluded, with the role of Executive Director for Place & Connectivity confirmed. There has been an excellent completion rate of Mid-Year Reviews (LEAPs), the first time these have been completed and a range of training underway for staff including for new line managers. The findings of the external communications review have been shared with constituent Councils and partner organisations who fed into the review. The focus is now on implementing the recommendations and key actions. Implementing those actions requires a clear internal focus and accordingly Phase 1 staffing changes have now been made but also working differently and collaboratively with a broad range of partners on agreed communication, engagement & lobbying priorities.

Confidence, Culture and Capacity - Key Milestones/Activities this Period:		Status
1	Executive Director Seminars	Place & Connectivity - Complete
2	2 nd & 3 rd Member Development Session	Complete
3	Communication plan continued development and implementation	Phase One Complete
4	Staff survey development/readiness for launch	Survey launched
5	Staff conference planning	In progress – set for 1 st February
6	Recruitment and Selection Training	Training approved
7	Recruitment and Selection communications	Complete
7	Commence enrolment onto Leadership Development Courses in collaboration with Cambridgeshire County Council	In progress
8	Commence delivery stage of State of the Region and Vision	Delivery stage commenced

Confidence, Culture and Capacity - Key Milestones/Activities Planned for Next Period:		
1	Executive Director Seminars to continue	
2	Staff survey analysis	
3	Planning for February staff conference	
4	Recruitment and Selection training commences	
5	Fourth member training session (Effective Committee Membership)	
6	Continue delivery of communications, engagement & public affairs implementation plan, especially Phase 2 recruitment	
7	Continue delivery of State of the Region and Vision	
Confidence, Culture and Capacity - Project Risks:		
	Risk Description	Mitigation
1	The workstream encompasses many facets of the organisation and is intertwined with BAU (Business as Usual) 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. There could also be an impact upon capacity whereby project staff/other CPCA project resources are not used as intended.	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. CMT have agreed to review items classed as BAU to ensure focus is maintained within the IP timetable.
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 has been a success for officers and staff).	Continue to plan and support Board Activities/Member Development. Seek formal feedback. Encourage and track attendance at staff and member 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, the change must be accepted. Some staff and members may not accept the changes. Depending upon several 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.
Confidence, Culture and Capacity Completed By:		P Tonks, K McFarlane
Completion Date:		18/12/2023

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 is unachievable as issues have been identified which officers conclude are at present not manageable or resolvable. The theme will therefore need re-profiling.

External Audit – Improvement Plan Update

Introduction


Following the receipt of the External Auditor letter date June 2022 an Improvement programme (phase 1) was agreed by the CA Board in October 2022 to address identified concerns. Initially, to put the building blocks in place for sustained improvement, key short term outcomes to be delivered by January 2023 were set out and governance arrangements agreed and put in place to oversee the stated improvements. The Independent Improvement Board was established with clear terms of reference. On receipt of the Best Value Notice in January 2023 the Improvement programme was refreshed to address the additional concerns identified.





Below, against identified concerns are key elements that have been delivered and reported to relevant committees, CA Board, Independent Improvement Board and DLUHC.

Raised by	Area of Concern	Description	Activity undertaken to address concerns	Evidence
External Auditor June 2022 & Feb 2023	Governance	Weaknesses we have observed in how the extraordinary meeting of the Authority Board (in May 2022) makes informed decisions Significant concerns highlighted by the external auditor, published on 1st June 2022, in relation to the 2021/22 audit year confirming significant weakness in the Authority's governance arrangements that they believe to be pervasive	<ul style="list-style-type: none"> • A new Constitution for the Combined Authority • Revised Officer / Member protocols • Training in place for members of Overview and Scrutiny Committee, Audit and Governance, CA Board • Officer support for the O&S completed • Support guides for new governance structure developed • Process in place for monitoring the new structural arrangements • Reviewed the role of the Business Board and progressed changes • Established the Economic Development Advisory Panel 	<p>Combined Authority Board Terms of Reference/ Key Functions agreed at CA Board March 2023 Constitution agreed at CA Board xxx Officer / Member protocols agreed at CA Board xx Member induction and training programme (see attached) Role of Business Board agreed at CA Board March 2023</p> <p>The outcome of the agreed changes is seen as good practice by the LGA/ Grant Thornton review into CA governance, Centre for Governance & Scrutiny and the Combined Authority Governance Network (CAGN)M10 Assurance Group.</p> <p>The CAs new approach to scrutiny has also been recognised by Centre for Governance and Scrutiny and a case study has been written and shared</p> <p>Internal audit review undertaken identifying 'Reasonable Assurance' attached</p>

External Auditor June 2022 & Feb 2023	Code of Conduct	Lack of progress and conclusion of conduct investigations and employment matters	Code of Conduct investigation completed and recommendations addressed	<i>Documents have been shared with the External Auditor relating to this</i>
External Auditor June 2022 & Feb 2023	Employment Matters	Current vacancies in the Authority's senior management team, particularly at Chief Executive level, and the prospect that this could increase further from July 2022 (EA letter June 2022)	<ul style="list-style-type: none"> All senior leadership team roles are currently filled by either a permanent appointment or temporary highly skilled and experienced individuals providing capacity, stability and leadership to the agendas to be delivered. Directorate plans, appraisals and one to ones now in place and working effectively Staff conferences and survey undertaken on a regular basis 	<p>Senior leadership structure attached</p> <p>A more stable team in place and resources to deliver</p> <p>Continued downward trend in staff turnover - Q1 22/23 10.74% to Q4 22/23 5.05%</p> <p>Improved staffing stability – noting suggested target in a stable organisation is around 80% - Q2 21/22 34.69% to Q4 22/23 57.73%</p> <p>As at the end of December 2023 89% of mid year appraisals had been completed</p>
Best Value Notice January 2023	Project Plans and delivery	Significant delivery concerns in some of the programmes delivered by the Authority Introduce systems and approach to report regularly on progress against plan on all key delivery projects	<ul style="list-style-type: none"> Agreed overarching corporate strategy supported by MTFP and resourcing plan (currently being refreshed) Refreshed Procurement guide and protocols agreed A Single Assurance Framework signed off by three government departments A Risk Management Framework developed in conjunction with RSM to ensure best practice A Performance Management Framework agreed that provides a holistic view of how well the Combined Authority is delivering against its strategic objectives Terms of Reference being completed for Investment Committee and Panel 	<ul style="list-style-type: none"> Refreshed Procurement guide and protocols agreed by CA Board on xx Single Assurance Framework and implementation plan agreed by CA Board in November 2023 Risk management Framework agreed by CA Board on xx Performance Management Framework agreed by CA Board on September 2023 Internal audit review undertaken identifying 'Reasonable Assurance' attached <p>The SAF has now been reported back to the M10 Assurance Group as the only current EDAF approved Assurance Framework at an MCA, with M10 colleagues now able to engage with</p>

				CPCA to assist them in enhancing their own Assurance Frameworks.
Best Value Notice January 2023	Partnerships	Concerns around partnership working, which remains an area that requires work	<ul style="list-style-type: none"> • Strong and effective partnership working in place - and recognised • Focus on the future vision, State of the Region and deepening Devolution • Stronger and more collegiate partnership working across the constituent councils and M10 group of MCAs • Strengthened strategic and delivery partnerships at sub-national levels, across the public, private and third sectors, driven and focused on securing economic growth • Corporate Management Team have built a strong relationship with constituent authority leadership teams and role model collegiate behaviours and partnership working across the CA • Led a small number of key strategic initiatives e.g. <ul style="list-style-type: none"> ○ Life sciences forum ○ Hosted rail summit ○ Hosted ground-breaking climate summit 	Partnership case studies presented to the Independent Improvement Board in November 2023 attached below
Best Value Notice January 2023	Procurement	Undertake an internal/external review of procurement processes and governance in response to concerns	<ul style="list-style-type: none"> • Refreshed Procurement guide and protocols agreed by CA Board • Operating Model for Procurement function has been agreed and implemented • Standardised templates for contracts, service level agreements and grant agreements • Standard terms of engagement across all contract models developed • Training being rolled out 	Procurement guide and protocols agreed by CA Board in July 2023

Best Value Notice January 2023	Culture, Confidence and capacity	CA delivering its best value duty and to deliver lasting change across the organisation, such as in terms of culture and relationships	<ul style="list-style-type: none"> • Values (CIVIL) and behaviours for officers and Members agreed and used in all HR policies. Values (CIVIL) embedded in recruitment, objective setting and appraisals • HR policies agreed through Employment Committee • Downward trend in turnover • Improved stability of workforce • External review of communications, engagement and public affairs with input from stakeholders completed, recommendations beginning to be implemented • Continued engagement with staff through staff conferences, surveys and weekly Teams meeting • Development of ongoing programme of continual improvement for CPCA to be seen as a Best Value organisation • Q1&2 Corporate Performance Report presented to CA Board 	<p>Values agreed by CA Board in January 2023</p> <p>Suite of HR policies agreed by Employment Committee between x and y</p>
Best Value Notice January 2023	'commit to regular official level engagement on progress against this Notice ...'	<p>Independent Improvement Board established</p> <p>Bi-monthly meetings scheduled with DLUHC</p>	<ul style="list-style-type: none"> • Independent Improvement Board established and Terms of Reference agreed • Meetings are held on a bi-monthly basis receiving a report from Chief Executive on progress against the agreed Improvement Plan • Reports are shared with DLUHC colleagues and both the Chair, IIB and CA Chief Executive report verbally 	<p>Chair, IIB reports to CA Board on a bi-monthly basis on the level of confidence in the improvement underway and any areas of concern</p> <p>The latest note from the Chair, IIB is set out below</p>
Evidence to demonstrate progress and impact:				
Correspondence between External Auditor and Chief Executive	<div style="text-align: center;">  <p>CPCA EY Letter Response 23 Novemt</p> </div>			

	 <p>External Auditor letter to Gordon Mitcl</p>
	 <p>CPCA M Hodgson EY Letter 14 December 2</p>
IIB Chair report November 2023	 <p>Note from Richard Carr November 2023.</p>
Partnership case studies	 <p>6. Appendix 2 Partnership Working t</p>

Cambridgeshire and Peterborough Combined Authority Independent Improvement Board

Terms of Reference

The Cambridgeshire and Peterborough Combined Authority Improvement Board has been established by the Combined Authority Board to provide challenge and support to the issues identified in the Improvement Framework report presented to the Board on 27 July 2022.

1. Purpose

The purpose of the Improvement Board is:

- To provide external advice, support, challenge and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
- To support the delivery of the Combined Authority Improvement Plan agreed by the Combined Authority Board.
- To provide assurance to the Combined Authority Board and external agencies of the progress on delivering the key outcomes and associated activity set out in the Improvement plan.
- To identify and share learning and best practice with Members and Officers on all activities included in the Authority's Improvement Plan, including identification of development opportunities for both members and officers.

This will involve:

- Operating in an open and transparent way with officers, CA Board members and external agencies
- Ensuring there is a single, integrated, and holistic Improvement Plan that can be clearly understood and communicated internally and externally and to receive regular reports on progress against it and the effectiveness of actions taken.
- Providing regular advice, challenge, and support to the Combined Authority on the full range of identified improvement activities, and in particular on delivery of the recommendations in the External Auditor letter, June 2022 and the Best Value Notice January 2023 and any subsequent updates.
- Providing written commentary on the Council's progress to the Secretary of State for Levelling Up, Housing and Communities on the Combined Authority's progress.

- Investigating any activity within its terms of reference and seeking any information it requires from any member of staff (in compliance with the CPCA's Member/Officer Protocol); who will be directed to co-operate with any request made by the Improvement Board.
- Obtaining independent legal or other independent professional advice and to secure the attendance of third parties with relevant experience if it considers this necessary or beneficial to its work.

2. Accountability

- The Improvement Board will be accountable to the Combined Authority Board and respond as required; through agreed reporting mechanisms and timelines to requests for information on progress, key risks and shared learning.
- The Improvement Board will receive reports from the Chief Executive on a regular and timely manner in line with agreed reporting timelines.
- The Improvement Board will ensure the Chairs of Audit & Governance Committee and the Overview and Scrutiny Committee receive regular updates on all improvement action against agreed timelines.
- The Improvement Board will provide the Department for Levelling up, Housing and Communities with an update on a quarterly basis on the level of assurance and confidence it has on the progress being made against key areas of concern.

3. Membership of Independent Improvement Board

Members:

A balance of Members and officers to bring a balance of expertise and experience:

- Independent Chair
- Independent Deputy Chair
- Independent external Member representative of political groups
- Independent external members

Attendees:

- Mayor
- Conservative Member rep
- Lib Dem Member rep
- Interim Chief Executive
- 2 x constituent Chief Executives

- Interim Programme Director, Transformation
 - LGA representative
- Others by invitation

4. Working arrangements:

- Changes to membership can be agreed by the IIB.
- The Board may invite anyone who it believes will be useful in achieving its aims and purpose to attend meetings.
- The IIB may request reports from officers and ask that officers attend if required.
- Individuals may raise matters directly with the IIB if they are within the agreed remit of the Board through appropriate protocols.
- A&G and O&S Chairs may request to attend meetings on behalf of their committees.
- Democratic management of the meetings will be carried out by officers of the CPCA.
- The IIB will be supported by the programme office to ensure that the overall programme plan is proactively tracked, kept up to date and that issues and identified risks are managed on a day-to-day basis through officers.
- Any costs associated with the IIB will be met by CPCA.
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5. Improvement Board meetings:

- It is proposed that the IIB will be in place for at least 12 months from January 2023.
- The IIB will meet on a bi-monthly basis for the first six months when a review will take place and the future frequency of meetings agreed.
- Discussion and interaction during the IIB meetings will allow and enable constructive dialogue; officers and members being treated with respect and courtesy.
- The minutes of the board will not be public as the IIB is an advisory board.

6. Venue for meetings

- To be agreed

7. Agenda

- At each meeting the IIB will agree the content of the agenda for the next meeting. Standard agenda items should include:
 - Actions from previous meeting
 - Matters considered by the Chair to aid the working of the IIB in pursuing its aims
 - Report on progress against the improvement plan
 - Communication (if any) from the External Auditor or DLUHC
 - Progress and any issues to be communicated to key stakeholders (including staff)
 - Matters to be reported to the CPCA Board
 - Additional items for the agenda for the next meeting
 - Confirmation of date, time and venue for the next meeting

8. Review

These Terms of Reference will be kept under review and initially reviewed after six months



Overview & Scrutiny Committee	Agenda Item
26 January 2024	13

Title:	O&S Committee Draft Work Programme
Report of:	Anne Gardiner
Lead Member:	Cllr Edna Murphy
Public Report:	Yes
Key Decision:	NA
Voting Arrangements:	Majority of members present

Recommendations:

A	The Committee is requested to note the draft work programme for the municipal year 2023/24 as shown at Appendix 1 and discuss items for the work programme.
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1. Purpose

1.1	Discuss the draft work programme and suggest items to be added for future meetings.
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2. Proposal

2.1	The Committee review the work programme at Appendix 1 for comments and approval for the municipal year 2023/24.
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3. Background

3.1	<p>In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.</p> <p>In considering items for their work programme the Committee are requested to take into account the guidance published by the Centre for Governance and Scrutiny (CfGS) 'Overview and scrutiny in combined authorities: a plain English guide' (Second Edition) which states:</p> <p>“That where the Committee takes a rigorous approach to prioritising its work, and only placing items on the work programme where they will clearly add value, and where they relate to scrutiny’s role, the work programme will reflect that exercise.”</p> <p>That guidance continues with a section on approaches to shortlisting topics which states when shortlisting topics these “should reflect scrutiny’s overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme”. The kind of questions a scrutiny committee should consider, therefore, might include:</p>
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	<ul style="list-style-type: none"> • Do we understand the benefits scrutiny would bring to this issue? • How could we best carry out work on this subject? • What would be the best outcome of this work? • How would this work engage with the activity of the executive and other decision-makers, including partners? <p>Given the above guidance it is clear that the Committee should plan and manage their activities effectively in order to ensure that there is ongoing development of the overview and scrutiny function. A key tenet of making improvements is to focus upon topic selection and produce more robust work programmes to underpin improved ways of working taking a realistic account of the resources available. Ultimately, Overview and Scrutiny Members will want to be in the position of exerting a proactive and positive influence upon what the Combined Authority does in practice.</p> <p>While an agreed work programme will assist in managing committee activity, it should be recognised that unforeseen matters will arise from time to time that will affect Members' ability to achieve the goals within an overall work programme.</p>
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4. Appendices

4.1	Appendix A – O&S Draft Work Programme 2023 - 2024
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5. Implications

Financial Implications	
5.1	There are no direct financial implications anticipated with these proposals.
Legal Implications	
6.1	None
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	
9.1	None
Background Papers	
10.1	None

OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24

It should be noted that the following items will be standard considerations at every meeting of the OSC:

- Minutes of previous OSC
- Public Questions
- Combined Authority Forward Plan - Rapporteur Updates – Deep Dive Updates
- CA Board Agenda
- OSC Work Programme

Informal OSC Session (Virtual via Teams)		
30 August 2023		
Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Increased Connectivity		
Overview & Scrutiny Committee (Town Hall, Peterborough City Council)		
18 September 2023		
Item:	Purpose:	Lead Officer:
Combined Authority Improvement		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2	Angela Probert
Combined Authority Performance		
Corporate Performance Report Q1 2023/24		Jules Ient
Increased Connectivity: Bus Network Review		Steve Cox Tim Bellamy Neal Byers
Accountability		
Increased Connectivity (Corporate Plan) Priority Area Transport & Infrastructure Committee	To review Corporate Plan objectives under Increased Connectivity priority area, test and challenge approach and performance/ progress – focus on Powered Two Wheelers & Road Safety	Transport & Infrastructure Committee Chair Steve Cox Tim Bellamy

Combined Authority Budget

Corporate Plan & Medium Term Financial Plan Refresh Process	Review and challenge MTFP ability to deliver Corporate Plan and developing budget proposals	Nick Bell
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**Informal OSC Session (Virtual via Teams)
1 November 2023**

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Improvement Plan - Area of focus culture capacity and confidence		

**Overview & Scrutiny Committee (Pathfinder House, Huntingdonshire Council)
27 November 2023**

Item:	Purpose:	Lead Officer:
Combined Authority Improvement		
Improvement Plan Highlight Report – focus on Culture Capacity and Confidence	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert/Kate McFarlane

Combined Authority Performance

Corporate Performance Report Q2 2023/24		Jules Ient
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Combined Authority Budget and Corporate Plan Refresh

Include verbal update on autumn statement National drivers, regional drivers, what it means for us 2024/25 Budget Consultation	Review and challenge proposed budget consultation plans	Nick Bell
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**Informal OSC Session (Virtual via Teams)
9 January 2024**

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Skills & Employment		
Improvement Plan – area of focus governance & decision making		
Overview & Scrutiny Committee (Pathfinder House, Huntingdonshire Council)		
29 January 2024		
Item:	Purpose:	Lead Officer:
Combined Authority Improvement		
Improvement Plan Highlight Report - – focus on governance & decision making	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert/Louisa Simpson
Combined Authority Performance		
Accountability		
Skills & Employment (Corporate Plan) Priority Area Skills & Employment Committee	To review Corporate Plan objectives under Skills & Employment priority area, test and challenge approach and performance/ progress	Chair of Skills & Employment Committee Richard Kenny Claire Paul
Mayor: Mid-Year Update	To receive and question the Mayor on mid-year update on CPCA performance and development of Mayoral ambitions	Mayor
Combined Authority Budget		
2024/25 Draft Budget Proposals	Review and challenge draft budget proposals and consultation response and impact	Nick Bell

Informal OSC Session (Virtual via Teams)

14 February 2024

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Enabling Resilient Communities		
State of the Region		Kate

**Overview & Scrutiny Committee (Bourges Viersen Rooms, Town Hall, Peterborough)
 18 March 2024**

Item:	Purpose:	Lead Officer:
Combined Authority Improvement		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert
Combined Authority Performance		
Enabling Resilient Communities Climate Change	To review Corporate Plan objectives under Enabling Resilient Communities priority area, test and challenge approach and performance/ progress in tackling climate change	Adrian Cannard
Corporate Performance Report Q3 2023/24		Jules lent
State of the Region		Kate McFarlane

Overview & Scrutiny Training programme 2022/23 – 23/24

Date:	Item:	Provider:	Purpose:	Lead:
Wed 11 th October AM	CPCA Subsidiary Companies	CPCA	O&S Role & Subsidiary Companies	Robert Fox
22 nd November	O&S Budget Scrutiny Training	Link Support Services	Budget Scrutiny Training in preparation for the CPCA Budget Consultation	Anne Gardiner