

Agenda Item 11	Appendix
Improvement Plan Update	2

Reframed Improvement Plan activity (agreed by CA Board May 2023)

The 8 themes for improvement identified by the External Auditor and Best Value Notice are:

- 1. Governance and decision making**
- 2. Project plans and delivery**
- 3. Procurement**
- 4. Partnership working**
- 5. Confidence, culture and capacity**
6. Improvement plan progress
7. Independent Improvement Board engagement
8. Conclusion of investigations and safeguarding of staff

The outline improvement plan below sets out outcomes and associated key activities over the next 6 and 12 months to address key areas of concerns and any outstanding elements from the initial phase of improvement. It will be reviewed on a regular basis to ensure it is fit for purpose and reflects any additional areas of concern that are raised.

Detailed delivery and resourcing plans will be developed and progress against key activity and outcomes will be reported to CA Board, A&G Committee, O&S Committee and the Independent Improvement Board.

1. Governance and decision making – Nick Bell

Outcome	Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC	Activities to deliver identified outcome	Timeline
<p>CPCA is judged to have in place governance structures and ways of working to enable sound decisions to be made and implemented in line with the CPCA priorities and operating principles</p> <p>Governance arrangements agreed at CA Board in March 2023 embedded</p>	<p>Significant concerns highlighted by the external auditor, published on 1 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. EA</p> <p>Weaknesses we have observed in how the extraordinary meeting of the Authority Board (in May 2022) makes informed decisions. EA</p>	<p>Continue to revise/embed Constitution & governance improvements.</p> <ul style="list-style-type: none"> • May – financial regulations • July – Procurement code and • Sept - Single Assurance Framework <p>Full assurance review of Governance by internal Audit</p> <p>A revised senior leadership structure in place able to provide the organisation with clear and effective strategic direction and capacity</p> <p>Focus on recruitment to vacant posts and reducing the number of vacancies / roles covered by contract and temporary appointments:</p> <ul style="list-style-type: none"> • New Chief Executive to commence in June 2023 • Permanent Monitoring Officer to have been appointed before end of year. • Permanent Head of HR appointed before end of year. • The shift to normal levels of vacancies and turnover that has been achieved is sustained 	<p>May 2023 July 2023 September 2023</p> <p>March 2024</p> <p>Complete</p> <p>June 2023 March 2024 March 2024</p>

	Better representation on committees for independent councillors	<p>As part of the Constitution review examine the representation on committees for independent councillors</p> <p>Briefing paper being prepared for consideration by Mayor and DMs.</p> <p>Queries resolved by clarification of process for reflecting political proportionality on committee membership and that under current arrangements the Overview and Scrutiny committee can co-opt members to its committee. Practice at some other MCAs is to co-opt an independent member.</p>	<p>September 2023</p> <p>September 2023</p>
2. Project plans and delivery – Steve Cox			
Outcome	Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC	Activities to deliver identified outcome	Timeline
Clarity on process to be followed to maximise income		The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding	June 2023
Investment and resources in place to support and maximise future Devo deals for the CA area.		<p>The Combined Authority develops a Single Assurance Framework that reflects agreed organisational values, drives standards and ‘future proofs’ the CA.</p> <ul style="list-style-type: none"> Board approval (July 2023) of Scheme of delegation and prioritisation methodology Board (September 2023) approval of Single Assurance Framework 	September 2023
Performance framework agreed and judged to be effective and embedded.		Board approval of Performance Management Framework and dashboard	September 2023

Key projects deliver identified outcomes on time and on budget	Significant delivery concerns in some of the programmes delivered by the Authority. BVN Introduce systems and approach to report regularly on progress against plan on all key delivery projects BVN		
Risk appetite is clearly understood and risks are pro-actively managed. Culture of risk management is embedded		A comprehensive Risk Management Framework is embedded within corporate governance arrangements: <ul style="list-style-type: none"> • Board approval of Risk Management Framework • Quality checks will be undertaken as part of the monthly performance meetings. • A comprehensive training package developed and resourced from (DLUHC budgets provided for purpose) • Refresher training to be scheduled biannually, 	September 2023 March 2024
Project management methodology agreed and judged to be effective and embedded		In partnership develop an enhanced project management national best practice culture, training, and standards in support of the Single Assurance Framework through: <ul style="list-style-type: none"> • Schedule of project management training (APM) • Establish quality assured template as part of the SAF process 	September 2023
Quality standards raised across CPCA and constituent authorities		Create a PMO (Programme Management Office) A full business case setting out the new expanded scope and role of the PMO will be developed	September 2023
Provide CPCA and partners a comprehensive overview of performance. Increased visibility of project information		An interim performance dashboard to be delivered May 2023 Full scope completed by December 2023 and resourced as part of 23/24 budget Identify software requirements to support project and performance management approach based on regional need	September 2023 March 2024 March 2024

3. Procurement - Nick Bell			
Outcome	Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC	Activities to deliver identified outcome	Timeline
<p>Outcome of the PwC review against:</p> <ul style="list-style-type: none"> • Procurement maturity assessment • Procurement spends check. • Procurement process & governance review 	<p>A review of the mitigations put in place in respect of on demand transport services- in response to concerns raised in the BVN</p> <p>Undertake an internal/external review of procurement processes and governance in response to concerns in the BVN</p>	<p>Delivery of recommendations from PwC review</p> <p>See below for timeline re PwC report and subsequent activities</p> <p>PwC commissioned to review procurement strategy, policy, operations, and compliance</p> <ul style="list-style-type: none"> • May – PwC review complete. • June – recommendations & action plan approved by A&G • July – Board approves recommendations & action plan • June-December – action plan implemented. • Q4 – full assurance review of procurement by Internal Audit 	<p>May 2023</p> <p>June 2023</p> <p>July 2023</p> <p>December 2023</p> <p>March 2024</p>
4.Partnerships – Richard Kenny			
Outcome	Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC	Activities to deliver identified outcome	Timeline
<p>CPCA should be the bridge between the local area and government, providing a single voice and offer</p>	<p>Concerns around partnership working, as outlined in the Minister for Local Government's letter to the then Mayor, James</p>	<p>For member constituent authorities and the combined authority:</p>	<p>June 2023</p>

	<p>Palmer, on 13 July 2020, which remains an area that requires work. BVN</p>	<p>Conduct a scoping exercise to ascertain issues and blockages but also exemplars of collaborative and partnership working within the CA area.</p> <p>Develop an action plan to maximise the culture of cross authority collaboration and partnership working to include:</p> <ul style="list-style-type: none"> • Scoping joint meetings/working groups at officer and member level; • Reflection of joint priorities within strategies and action plans to emphasise the single voice of the CA area; • Pooling of resources and maximising joint working across areas of common interest. <p>For wider partnership working:</p> <p>Mapping exercise required to understand the sub-region:</p> <ul style="list-style-type: none"> • What partnerships exist • What is the purpose of each of the partnerships • What are the CA inputs/outputs to the partnerships and desired outcomes • What is emerging across the landscape eg deeper devolution and stronger accountability • Re-prioritisation process of partnerships for strategy and delivery • Development of the single voice across the area, bringing democratic legitimacy and wider responsibility and accountability. <p>Review of key strategies and their delivery arrangements:</p>	<p>September 2023</p> <p>December 2023</p> <p>December 2023</p>
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		<p>A single strategic framework and key strategies</p> <p>A pipeline of key priorities and programmes and associated key asks and offers and stretch on outcomes as part of delivery</p> <p>Review resources and operating model (Key dependency with SAF) to ensure focus and capacity is in place to deliver on identified vision and strategies coming out of activity above</p>	<p>March 2024</p> <p>March 2024</p>
5.Confidence, culture and capacity – Kate McFarlane			
Outcome	Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC	Activities to deliver identified outcome	Timeline
<p>Ambition and priorities</p> <p>We are clear in our ambition and priorities for the combined authority region</p> <p>We have a well-established framework to work in partnership with key stakeholders to deliver this ambition</p>	<p>CA delivering its best value duty and to deliver lasting change across the organisation, such as in terms of culture and relationships. DLUHC</p>	<p>Delivery of strategic and operational priorities set out in Corporate Plan mapped by targets and milestones within directorate business plans</p> <p>Commence corporate reporting of progress to CA Board in July and following this on a quarterly basis</p> <p>Development of future programme with a focus on:</p> <ul style="list-style-type: none"> • A refresh of the Cambridgeshire & Peterborough Independent Economic Review (CPIER) • Development of future shared vision and ambitions; bringing stakeholders together (to understand and map aspirations and shared priorities) 	<p>End of September 2023</p> <p>End of September 2023</p> <p>End of March 2024</p>

		<ul style="list-style-type: none"> • Engagement with residents to ensure their voice is reflected in ambitions • Creation of policy space to enable conversations to inform a unified approach for the region • Working with other Mayoral Authorities and local partners to develop Devo 2 • Study to understand the current, and future Infrastructure requirements • Clear programme plan to include resources, budget and timelines 	
<p>Values and behaviours</p> <p>Values and behaviours are embedded and owned by everyone (both officers and members) through day to day activities</p> <p>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.</p> <p>Alignment to the values is recognised and celebrated, whilst non-aligned of 'behaviours' are addressed</p> <p>Peer reviews and feedback from partners identify CPCA is 'living its values'</p>		<p>Development of behaviours linked to each value through a workshop held in April 2023</p> <p>3rd staff conference to be held in June, focus includes .meeting the new CEX, development of behaviours, feedback from most recent staff survey & celebrating successes</p> <p>3rd staff survey to be undertaken to continue building the CA 'one team' ethos in delivering the vision and priorities and embedding agreed values</p> <p>Increase in interim capacity to improve internal communications. External review of internal engagement (part of a wider review of communications) to address concerns raised and ensure all staff feel connected to the future vision and ways of working.</p> <p>Values and behaviours are embedded in all CPCA practice and processes</p> <p>Values based recruitment policy and approach to be signed off by CMT</p>	<p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p>

		<p>Values to be a key element of 1-1 discussion, appraisals and mid-year review to evidence how values are owned.</p> <p>Member induction session to include 'how we work together', develop relationships and to identify further activity required</p>	<p>End of March 2024</p> <p>End of September 2023</p> <p>End September 2023</p>
<p>Leadership</p> <p>Leadership at all levels of CPCA is seen as high quality, effective and in line with the agreed values and behaviours</p>		<p>Onboarding of CX and first 100 days to showcase leadership required of all CA leaders</p> <p>Initial identification of training needs from 23/24 appraisals and mid-year reviews</p> <p>Coaching and mentoring scheme to be developed</p> <p>Leadership values and behaviours to be tested at both recruitment and appraisal</p> <p>Scoping of future management leadership development activity to be introduced throughout the CA / members to encourage all staff to see themselves as leaders to include:</p> <ul style="list-style-type: none"> • Leadership development qualification • Management apprenticeship • Skills based courses • Shared learning opportunities • Programme of seminar sessions 	<p>End of September 2023</p> <p>End of September 2023</p> <p>End of March 2024</p> <p>End of September 2023</p> <p>End of September 2023</p>
<p>Recruitment, Retention, Reward & Resources</p> <p>Balanced scorecard in place that reflects job satisfaction, employee turnover, absence etc.</p>	<p>Ensure a robust, open, and transparent recruitment campaign to make</p>	<p>Divisional structures below Exec Director to be confirmed and implemented</p>	<p>End of September 2023</p>

<p>Workforce strategy agreed (up to 2025) that identifies key resourcing requirements and how they will be delivered.</p> <p>CPCA is viewed as a 'good' employer tested through staff surveys, exit interviews and external review</p>	<p>permanent appointments to the senior team in a timely manner BVN</p>	<p>Review of communication function to ensure it is fit for the future and supports the ambitions of the CA</p>	<p>End of September 2023</p>
	<p>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</p>	<p>Agreement by Employment Committee of HR policies that reflect attraction, recruitment, induction development, reward and exit requirements for CPCA (by July 23)</p>	<p>End of September 2023</p>
		<p>Further Staff induction sessions to continue between June and September</p>	<p>End of September 2023</p>
		<p>Introduction of balanced scorecard that reports on key HR indicators and highlights to be included in corporate performance reporting (first to July 23 Board)</p>	<p>End of September 2023</p>
		<p>HR working with Exec Directors to ensure the resourcing strategy reflects an agile organization with the skills and experience required to deliver the ambitions of CPCA – and to inform a future operating model to be developed by March 2024</p>	<p>End of March 2024</p>