

Draft action plan – deliverables over the next 3 months

Key outcomes	Narrative	Actions	Delivery date	Owners
A. Establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term, to chart the next steps on that journey. Theme Lead: Fliss Miller				
Outcome A1: A clear strategic plan for the CA is in place with deliverables to take CA from now until end of current Mayoral Term	<p>Review of governance identified lack of clarity and lack of detail regarding the strategic direction of the organisation. Chief Executive's assessment identified short-term focus of organisation.</p> <p>Impact is lack of direction with identified deliverables to drive the organisation, also results in confusion over purpose and value of CA and leads to missed opportunities regarding future devolution debate and future funding bids.</p>	<p>1: A Mapping exercise to identify all existing Board approved strategy and agreed priorities/ objectives</p> <p>2: Engage with the Mayor to identify mayoral policy agenda priorities for the rest of current Term</p> <p>3: Review of devolution deal and deliverables</p> <p>4: Develop overarching strategic plan for the CA to be presented to Chief Executives Group and Leaders Strategy Meeting for discussion in November and December</p>	<p>Oct 2022</p> <p>Oct 2022</p> <p>Oct 2022</p> <p>Nov/Dec 2022</p>	Chief Executive, Gordon Mitchell

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		5: Develop overarching strategic plan for the CA to be presented to Board 25 January 2023	Dec 2022	
<p>Outcome A2:</p> <p>Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.</p>	<p>The review of governance revealed that the CA would benefit from the establishment of a core set of values/ principles that set out the approach the CA will take to delivering its purpose and how it will operate, this is key to moving forward as a collective and building trust and relationships between the CA and its constituent members.</p>	<p>1: Executive Team to review values/principles together with staff to steer how the CA operates moving forward</p> <p>2: Engagement with Chief Executives Group to review relevant values/principles and impact this will have on operations moving forward – identify behaviours and ways of working expected to be visible as a result</p> <p>3: Engagement with Board (via Leaders Strategy Meeting) to review values/principles and impact on operation moving forward – identify behaviours and</p>	<p>Sept 2022 - Complete</p> <p>Sept/ Oct 2022</p> <p>Oct 2022</p>	<p>Chief Executive, Gordon Mitchell</p>

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		<p>ways of working expected to be visible as a result</p> <p>4: Engagement with partners to review values/principles and impact on operation moving forward – identify behaviours and ways of working expected to be visible as a result</p> <p>5: Agree values/ principles and associated impact statement (impact on engagement/ co-production/ future strategy development/ staffing behaviours etc)</p> <p>6: Development of next steps for how values/principles will impact direction of CA (Organisational Transformation)</p>	<p>Oct 2022</p> <p>Nov 2022</p>	

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			Dec 2022	
<p>Outcome A3:</p> <p>Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA</p>	<p>A Review of the policy cycle of (i) priority setting, (ii) agreeing objectives and projects to (iii) deliver on the objectives and (iv) performance management pointed to a significant loss of focus.</p> <p>Evidence collected points to the CA having some examples of good practice of commissioning evidence and using this to formulate policy, but this approach is not an organisation habit or designed into the operation and practice of the authority.</p>	<p>1: Map the future requirement for evidence for policy making for the CA and support the establishment of lines of enquiry / evidence gathering to meet that requirement.</p> <p>2: Work with the Mayor's office to recognise bodies providing policy advice to the mayor (action linked to providing sufficient strategic policy advice to the Mayor – see A5).</p> <p>3: Work with partners to identify opportunities to cooperate on existing and new regional data and develop/ assess an ongoing evidence base.</p> <p>4. Develop a plan to deliver a 'state of the region' assessment to inform strategy and vision direction (following on from the original independent economic review.</p>	<p>Mapping completed by end Dec 2022 with evidence required funding programme agreed by Board.</p> <p>Nov 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert</p> <p>Corporate Strategy Team. Governance Team. HR Lead, Martin Jaynes / Recruitment team</p>

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<p>Outcome A4:</p> <p>The strategic policy framework for the Combined Authority is re-established</p>	<p>Information collected points to the CA having some examples of good practice of commissioning evidence and using this to formulate policy, but this approach is not an organisational habit or designed into the operation and practice of the authority</p> <p>There is some confusion about the ability to influence policy development and funding either through CA business planning or policy development.</p>	<p>1: Map and redevelop the organisation's Strategic Policy Framework</p> <p>2: Confirm the Mayor's and Board and committee roles in formulating policy.</p> <p>3: Develop a clear purpose statement for each policy document including how it influences future funding proposals.</p>	<p>Mapping completed by end Dec 2022 with programme of renewal agreed by Board.</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert</p> <p>Corporate Strategy Team together with organisation policy leads.</p>
<p>Outcome A5:</p> <p>The mayor's operating arrangements and appropriate office support is in place and fit for purpose</p>	<p>The Chief Executive's assessment identified the issues caused by previous mayoral office structure and confirmed DLUHC guidance on allowed roles within the mayoral office.</p> <p>The review of governance also highlighted the impact of a lack of</p>	<p>1: Agree staffing structure for office of Mayor alongside the current senior management team restructure</p> <p>2: Develop job descriptions and gradings for agreed roles</p>	<p>Oct 2022</p> <p>Oct 2022</p>	<p>Chief Executive, Gordon Mitchell</p>

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	support to the Mayor in producing a mayoral policy agenda.	3: Recruitment campaign for roles (if vacant)	Oct 2022	
Update <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 20th September. 				
B. Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this Theme Lead: Steve Cox,				
Outcome B1: The Board's ways of working have been reset to enable it to operate in effective and strategic manner	<p>The Chief Executive's assessment, supported by the review of governance identified the need for a reset in the ways of working of the Board.</p> <p>The burden of business, pre-board process and reporting to the board were barriers to effective Board behaviour and operation.</p>	<ol style="list-style-type: none"> 1. Review Board role and responsibilities so it is more strategic in its way of working 2. Examine required/ opportunities for delegations from Board to Officers 3. Examine required/ opportunities for delegations from Board to Executive Committees 4. Develop a strategic remit/ term of reference for the Board 	<p>Oct/ Nov 2022</p> <p>Oct/ Nov 2022</p> <p>Oct/ Nov 2022</p> <p>Nov 2022</p>	<p>Governance Improvement Lead, Jodie Townsend,</p> <p>Monitoring Officer, Edwina Adefehinti</p>

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		<p>supported by appropriate delegations</p> <p>5. Develop member friendly template for Board reports</p> <p>6. Provide report writing training for authors</p> <p>7. Develop 6-month forward plan with supporting forward look document for items to be added to the forward plan</p> <p>8. Redesign Board committee cycle to ensure pre-board requirements identified within review of governance are delivered</p> <p>9. Move to a bi-monthly Board cycle</p>	<p>Oct/ Nov 2022</p> <p>Nov 2022 ongoing</p> <p>Nov 2022</p> <p>Nov 2022</p> <p>Dec 2022</p>	
Outcome B2:	The review of governance highlighted the impact on the burden of business at Board a lack of	1. Review Executive committee roles and responsibilities	Oct/ Nov 2022	Governance Improvement Lead, Jodie Townsend,

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<p>Executive Committee ways of working are reset to enable them to operate in a more effective manner</p>	<p>delegations to Executive Committees was having. It also highlighted missed opportunities to engage informed partners and membership at Executive Committee level on thematic specifics.</p>	<p>2. Examine required/ opportunities for delegations from Board to Executive Committees</p> <p>3. Develop new terms of reference for Executive committees</p> <p>4. Develop member friendly template for reporting Executive committee matters to Board</p> <p>5. Redesign cycle to ensure pre-cttee requirements identified within review of governance are delivered</p>	<p>Oct/ Nov 2022</p> <p>Nov 2022</p> <p>Nov 2022</p> <p>Nov 2022</p>	<p>Monitoring Officer, Edwina Adefehinti</p>
<p>Outcome B3:</p> <p>Transitional Committee Structure implemented</p>	<p>Review of governance highlighted gaps within the existing committee structure, particularly in relation to thematic topics around place, sustainable growth and economic growth.</p> <p>The Housing & Communities Committee is no longer required and its wider role to be subsumed into a</p>	<p>1. Develop options for transitional committee structure</p> <p>2. Align options with forward plan, mayoral policy agenda, agreed strategic objectives</p>	<p>Sept/ Oct 2022</p> <p>Oct/ Nov 2022</p> <p>Oct 2022</p>	<p>Governance Improvement Lead, Jodie Townsend,</p> <p>Monitoring Officer, Edwina Adefehinti</p>

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	Place based committee in the new structure.	<p>3. Examine devolution deal to ensure options deliver devolution requirements</p> <p>4. Engage Executive Team – Chief Executives Group – Leaders Strategy Meeting on options</p> <p>5. Propose transitional committee structure</p>	<p>Oct/ Nov 2022</p> <p>Dec 2022</p>	
<p>Outcome B4:</p> <p>Policy space for Board is developed and aligned to the policy development process</p>	<p>A significant problem identified in the Self-Assessment is insufficient agenda time for evidence to be reviewed by Board members and committees, debated and time given for officers to convert expressed views into proper policy proposals</p> <p>This is supported by conclusions within the review of governance regarding the impact of a lack of policy space. The assessment by the Chief Executive also highlights the need for a safe policy space where Board can have political discussions and impact strategic direction of the CA as well as</p>	<p>1: Re-envisage Leaders Strategy Meeting into a policy space to enable board members to engage with the policy-cycle fully supported by their respective chief executives.</p> <p>2: Develop supporting cycle and process for policy space, utilising existing dates where possible for meetings</p> <p>3. Align policy space with forward look and forward plan to develop initial work programme</p>	<p>Oct/ Nov 2022</p> <p>Nov 2022</p>	<p>Interim Director of Transformation, Angela Probert</p> <p>Governance Improvement Lead, Jodie Townsend</p> <p>Corporate Strategy Team together with organisation policy leads.</p>

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	<p>identify consensus on the width of the strategic agenda.</p> <p>Review of the policy cycle of (i) priority setting, (ii) agreeing objectives and projects to (iii) deliver on the objectives and (iv) performance management pointed to a significant loss of focus with a general non-specific approach emerging</p>	<p>4. Begin policy space meetings</p>	<p>Nov 2022</p> <p>Nov/ Dec 2022</p>	
<p>Outcome B5:</p> <p>Informal governance mechanisms are in place that reset ways of working with constituents and partners</p>	<p>The review of governance and the assessment by the Chief Executive highlighted the lack of established informal governance mechanisms in support of the governance framework and the need to reset ways of working through engagement and co-production with constituents and partners.</p>	<p>1. Develop steering cttee proposals based on draft transitional cttee structure options</p> <p>2. Engagement with partners/ constituents</p> <p>3. Propose steering cttee structure and supporting processes</p>	<p>Oct 2022</p> <p>Nov 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert</p> <p>Governance Improvement Lead, Jodie Townsend</p> <p>Corporate Strategy Team together with organisation policy leads.</p>

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<p>Outcome B6:</p> <p>The culture and operation of the CA supports it as an effective, high performing organisation</p>	<p>There is a critical need to ensure the CPCA's core vision and revised strategic direction are reflected in the values of the organisation. There has not been an effective process of embedding this 'golden thread' into the organisation's ways of working. The culture of responding to rapid governance cycles/rapid implementation has been at the expense of longer-term horizon scanning and resource planning for those needs. Related to this, there is an inconsistent culture of adherence to the CPCA's project management, governance and delivery processes.</p> <p>A dynamic organisation with changing powers and responsibilities needs to have an ongoing cultural change programme and organisational development focus.</p> <p>Address the culture of the relationship between CPCA officers and constituent councils' members/officers (and vice versa)</p>	<p>1: In support of Action A2, set out values and vision for how the CPCA will operate as a high performing organisation (as an addition to its vision on what it can deliver).</p> <p>2: Establish an enduring, structured, culture change programme to embed CA's core vision, revised focus of strategic direction, and evolving responsibilities.</p> <p>3: Engage all staff in the change management process. Benchmark and regularly view staff perceptions to map progress.</p> <p>4: Continuous improvements are part of the CPCA culture and are supported in a revised organisational structure with a designated lead identifiable at SMT level.</p>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Benchmark staff perceptions Sept 2022, repeat Dec 2022</p> <p>Nov 2022</p>	<p>Director of Transformation, Angela Probert / Executive Team</p> <p>Director of Transformation, Angela Probert / HR Lead, Martin Jaynes</p> <p>Director of Transformation, Angela Probert, / HR Team</p> <p>Chief Executive, Gordon Mitchell</p>

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	as it was inconsistent, with missed opportunities for co-design and collaborative approaches.	5: Embed values of joint working, including collaborative approaches / shared resources.	Dec 2022	Executive Team / Chief Executives Group
Outcome B7: A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity	The high turnover of senior management staff, and other vacancies in the staffing structure, has led to the lack of a consistent approach in normalising the organisational culture. This has impacted on both performance and morale. The extensive breadth of work requires specialist and/or flexible capacity that is stretched.	1: Implement Board recommendation on the development of new organisational structure and commence the recruitment of permanent SMT roles.	Dec 2022	Chief Executive, Gordon Mitchell / HR
Outcome B8: External partners recognise the CA has a culture of effective engagement	Recent changes have been made on external engagement, including the scheduled Six Keys Roadshows.	1: Implement a culture of collective engagement, increasing the opportunities to co-design policy responses, including Business Plan review, projects and programmes.	Dec 2022	Executive Team

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	<p>There is an existing view that external partners have been engaged on projects but not as effectively on the strategic direction of the organisation.</p> <p>There was also felt to be a lack of clarity on the role of constituent councils, at times feeling like external partners with the culture as one of "done to" rather than "done with".</p>	<p>2: Set out principles in an engagement protocol.</p> <p>3: Clarify ways of operational working with constituent Councils. Embed values of joint working, including collaborative approaches / shared resources. Drive improvement through shared culture on performance management.</p>	<p>Dec 2022</p> <p>Dec 2022</p>	<p>Executive Team / Chief Executives Group</p> <p>Executive Team / Chief Executives Group</p>
<p>Update:</p> <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. Work on draft project initiation document and project plan underway. • Governance Action Plan started. • Constitution Development Group underway. • Approach to minutes agreed. • Executive Committee Packs at Board – ownership from Lead Member start • B6: Benchmark staff perception survey for September complete. Survey findings shared with Senior Management Team and individual teams. Exercise to be repeated every 3 months. • Project initiation meeting took place 27th September. 				
<p>C. Prioritise work to establish a long-term strategy for transport and review the role and functioning of the Business Board. Theme Lead: Steve Clarke</p>				

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<p>Outcome C1:</p> <p>A long-term strategy for Transport is in place that meets the growth needs of the CA area.</p>	<p>An indistinct long-term view on the purpose of the CA in relation to transport has been highlighted by the Chief Executive's assessment and the review of governance.</p> <p>The CEX assessment highlighted the need for a long-term approach to transport strategy given the CAs transport responsibilities and regional position.</p>	<ol style="list-style-type: none"> 1. Review draft Local Transport and Connectivity Plan in light of significant public consultation responses, key technical workstreams and government guidance. Providing update internal and external stakeholders. 2. Members to agree CA's collective position on key policy tools. 3. Create a purpose statement specific to the CA's transport function. 4. Undertake a thorough programme review for short-, medium- and longer-term schemes (single project register). 5. Agree roles and responsibilities with Highway Authorities and contractors on all key transport schemes (following single project register review). 	<p>Dec 2022 (reliant on release of DfT's guidance)</p> <p>Dec 2022</p> <p>Nov 2022</p> <p>Nov 2022</p>	<p>Head of Transport, Tim Bellamy</p> <p>Head of Transport, Tim Bellamy</p> <p>Head of Transport, Tim Bellamy</p> <p>Head of Transport, Tim Bellamy</p>

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		6. Delegate authority to Transport & Infrastructure Committee for approval of project spend under £250k	Dec 2022 Dec 2022	Head of Transport, Tim Bellamy Head of Democratic Services
<p>Outcome C2:</p> <p>The role and function of the Business Board is fit for purpose in line with Government recommendations</p>	<p>The Levelling Up White Paper signalled an end to the Local Enterprise Partnerships (LEPs) review, with a conclusion that the Government is encouraging the integration of LEPs with Mayoral Combined Authorities (MCAs). The White Paper states that <i>“Government is encouraging the integration of LEPs and their business boards into MCAs, the GLA and County Deals, where these exist.”</i></p>	<p>1. Review of Levelling Up white paper and Govt. guidance regarding future role of LEPs</p> <p>2. Review of options regarding CA approach to Economic Growth decision-making and strategy delivery</p> <p>3. Review of CA approach to advisory bodies and feed into governance framework</p>	<p>Oct 2022</p> <p> Oct 2022</p>	<p>Chief Executive, Gordon Mitchell</p> <p>/ Interim Director of Business & SRO for the BB</p> <p>Governance Improvement Lead, Jodie Townsend</p>

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	<p>There is a need to address matters raised within the review of governance regarding future role of the Business Board.</p> <p>Opportunity to examine approach to delivery and future development of economic growth strategy</p>	<p>4. Engagement with Mayor – Leaders Strategy Meeting – CEX Group – Exec Team – Business Board</p> <p>5. Develop options for future role and function of Business Board</p>	<p>Oct 2022</p> <p>Oct/ Nov 2022</p> <p>Dec 2022</p>	
<p>Update</p> <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 27th September. 				
<p>D. Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking more control of the application of funds for identified priorities</p> <p>Theme Lead: Tim Bellamy</p>				
<p>Outcome D1:</p>	<p>Medium Term Financial planning points towards the changes in funding programme structure from government combining with inflation</p>	<p>1: Within the 2023/24 business planning process fully explore the impact of funding changes with the board and committee.</p>	<p>Strategic finance paper produced by Oct 2022</p>	<p>Head of Finance, Jon Alsop</p>

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The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding.	<p>reducing the CPCAs funding envelope and flexibility on into the future.</p> <p>There is a significant move towards bidding rounds for very specific funds rather than straight delegation.</p>	2: Develop an action plan designed to yield best value for the CPCA area from future funding streams	Action plan incorporated into 2023/24 business plan.	Director of Corporate Service, Mark Parkinson
Update <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 29th September. 				
E. Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities Theme Lead: Jodie Townsend				
Outcome E1: The PMO has refreshed Terms of Reference for Programme Office including a resource plan that matches its enhanced role in the organisation	<p>Expand PMO ability to drive programme management improvement including additional monitoring and evaluation responsibilities.</p> <p>A revised corporate commitment to the use of the 10-point plan and strengthened terms of reference for</p>	1: As part of the wider governance review, carry out a Review of PMO Terms of Reference including a strengthened corporate mandate especially given the inclusion of an enhanced monitoring & evaluation role.	Dec 2022	Head of PMO Chris Bolton / Governance Improvement Lead, Jodie Townsend

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	<p>the PMO is needed to drive continuous improvement and delivery across the organisation and with partners.</p> <p>Resources commensurate to supporting this work should be considered, both capacity and capability.</p>	<p>2. Carry out a review of the PMO capacity and capability to ensure that the entire work programme is supported.</p>	<p>Dec 2022</p>	<p>Head of PMO / Chris Bolton</p>
<p>Outcome E2:</p> <p>A robust and effective performance management framework is in place</p>	<p>Whilst a new sustainable growth ambition statement has been agreed and funding allocated to new projects. Indicators have been developed against this however it is unclear how the authority expects to work towards the outcomes and what contribution is expected from each of the funded projects.</p> <p>Performance management does exist for the delivery of projects but is less secure on the achievement of objectives and then outcomes.</p>	<p>1: Design draft performance management framework with a tiered approach.</p> <p>2.: Engagement with Executive Team, CEX group and Leader's Strategy Meeting</p> <p>3. Performance management framework proposal to Audit & Governance Committee</p>	<p>Oct 2022</p> <p>Oct/ Nov 2022</p> <p>Nov 2022</p>	<p>Director of Transformation Angela Probert/</p> <p>Jodie Townsend Governance Improvement Lead</p> <p>Corporate Strategy Team together with organisation policy leads.</p>

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<p>Outcome E3:</p> <p>The organisation has a comprehensive Risk management process embedded in the corporate governance framework.</p>	<p>The PMO has developed a risk register and process that it subjected to external examination. The review suggested 9 improvements, 4 of which have been completed.</p> <p>Overall, whilst the risk assessment process was found to be robust, the review concluded organisation does not have a fully effective Corporate Risk Management Strategy, for example it is currently without a stated organisational risk appetite.</p> <p>The reviewer also concluded that to be fit for excellence there are other areas of weakness that relate to the current corporate governance model- for example the PMO has initiated a lessons learned log-but this also requires embedding in the CA's governance framework.</p>	<p>1: The implementation of the Risk Pathfinder Review as a key priority within the review of governance</p> <p>2: Risk Management training to be rolled out corporately including risk appetite training.</p> <p>3: Risk Management Framework to be updated.</p> <p>4: Carry out a review of lessons learned and establish an action plan to implement a corporate arrangement.</p>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert / Head of PMO, Chris Bolton</p> <p>Head of PMO, Chris Bolton / HR Lead, Martin Jaynes / Head of Finance, Jon Alsop</p> <p>Head of PMO, Chris Bolton</p> <p>Head of PMO, Chris Bolton</p>
<p>Outcome E4:</p>	<p>The PMO should be the benchmark and standard bearer of standards of programme management and play a</p>	<p>1: Establish a regime of corporate training with resource embedded within the PMO team, with the</p>	<p>Dec 2022</p>	<p>Director of Transformation, Angela Probert /</p>

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Corporate Project Management regime and culture embedded across the CA .	strong role in ensuring that partners adhere to those standards, through training and mentoring as well as more formal assessment of, for example business case submissions.	outcome of adopting national best practice for project management, performance management and business case preparation accessible to partner organisations. (HMT Green Book standard, Gov Functional Standard GovS 002: Project delivery portfolio, programme and project management compliant).		Head of PMO, Chris Bolton
Outcome E5: Soft market testing exercise to be undertaken with regards to the procurement of bespoke project management software to allow access to performance information to be improved.	The self-assessment noted that partners have reported that the data on projects, held on shared platforms (for example SharePoint) could be made more accessible.	1: Investigate and implement more efficient system for collation and presentation of performance information for the organisational and partners.	Dec 2022	Director of Transformation, Angela Probert / Head of PMO, Chris Bolton
Update <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 23rd September. • E2: Work on the Design draft performance management framework with a tiered approach has started. 				

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<ul style="list-style-type: none"> • E3: 1: The implementation of the Risk Pathfinder Review as a key priority within the review of governance is underway. 4 of the 9 recommended actions are complete, 2 partially complete and 3 outstanding. • 2: Risk Management training to be rolled out corporately including risk appetite training. The training specification has been agreed and will take place in late Oct 2022. Training will be offered to internal CPCA staff and external staff including programme managers of subsidiary companies. A risk appetite exercise is scheduled for Nov 22 and will include a A&G Development session. • E4: Corporate programme/project accreditation work for the CPCA began in September. Costs have been received and next steps are being agreed. • E5: Performance Management software procurement, soft market testing exercise now complete. Procurement to follow in Oct. 				
<p>F. Map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation</p> <p>Theme Lead: Jon Alsop</p>				
<p>Outcome F1:</p> <p>The Combined Authority performs a demonstrable role in advocacy for the region.</p>	<p>Part of the narrative that has emerged from the self-assessment work is the need to rebuild the credibility of the CA after a period of significant disruption. Representing to government, national delivery partners and regional bodies an organisation that they can have confidence in.</p> <p>This is to support the securing of future resources and partnership support for the long-term growth strategy for the area.</p>	<ol style="list-style-type: none"> 1. Map the approach, capacity and arrangements needed to support an effective public-relations and influencing operation. 2. Prepare a plan to develop the CA into a organisation that performs a strong advocacy role for the area. 	<p>Mapping completed by end Nov 2022</p> <p>Development plan approved by end Jan 2023</p>	<p>Chief Executive, Gordon Mitchell</p> <p>/ Head of Communications, Emily Butler</p>

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<p>Update</p> <ul style="list-style-type: none">• Project Board meetings for theme scheduled.• Work on draft project initiation document, project plan and defining outcomes and dependencies are underway.• Project initiation meeting took place 28th September.				