



Overview & Scrutiny Committee	Agenda Item
19 June 2023	9

Title:	Implementing the Combined Authority's Corporate Strategy and Business Plan
Report of:	Kate McFarlane, Head of Policy & Executive Support
Lead Member:	Dr Nik Johnson, Mayor
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	To note recommendation A

Recommendations:

A	To note progress made in implementing the Combined Authority's (CA's) Corporate Strategy and Business Plan.
---	---

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

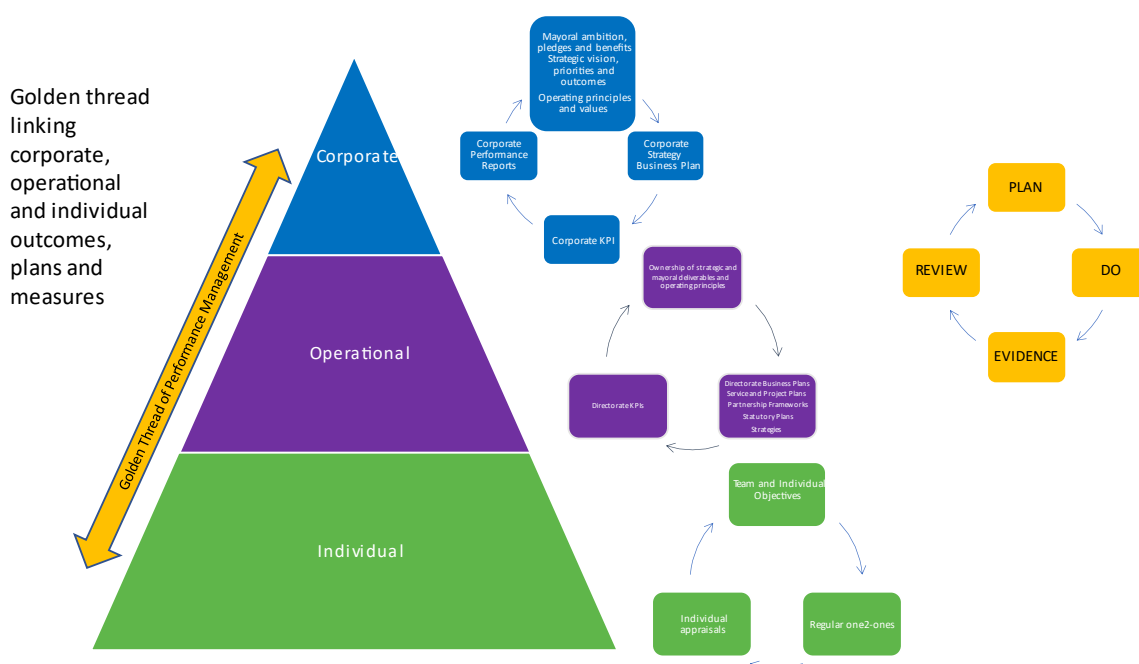
The implementation of the CA's Corporate Strategy and Business Plan is critical to achieving all of the strategic objectives outlined above.

1. Purpose

- 1.1 The report sets out how the CA's Corporate Strategy and Business Plan will deliver for the CA in the 2023/24 municipal year. Specifically, the:
- principle of the Golden Thread approach
 - adoption of a fifth Strategic Objective
 - development of individual Directorate Business Plans
 - development of individual objectives
 - progress to embed Mayoral pledges

2. Background

- 2.1 The CA's Corporate Strategy and Business Plan is being implemented through a Golden Thread of corporate, operational and individual outcomes, plans and measures as shown below.



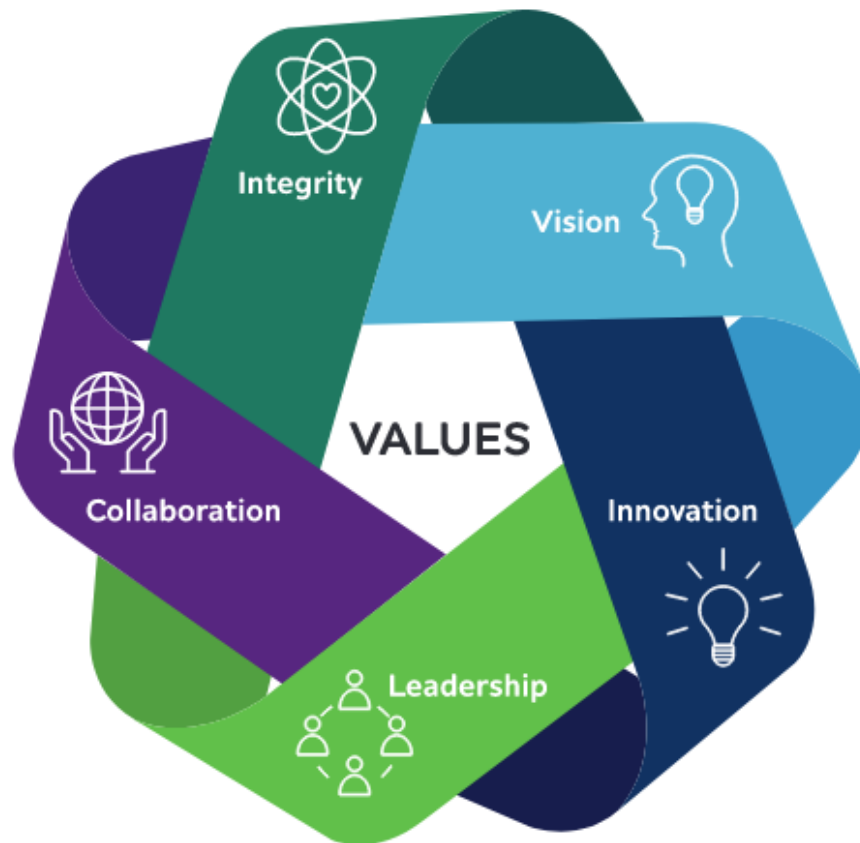
- 2.2 At the corporate level, a Strategic Vision and Mayoral Ambitions, Corporate Strategy and Business Plan, Operating Values and Principles are in place with deliverables through to the end of 2024/25. The Combined Authority Board (CAB) approved these as part of the Corporate Strategy and Business Plan at its meeting in January 2023.
- 2.3 The Corporate Strategy and Business Plan included four outward facing strategic objectives, with associated priority key deliverables, outcomes and outputs as shown below:

Priority Area	Achieving Good Growth	Increased Connectivity	Ambitious Skills and Employment Opportunities	Enabling Resilient Communities
Priority Key Deliverables	<ul style="list-style-type: none"> - More Funding - Place growth - Sector growth - Policy and Strategy influence 	<ul style="list-style-type: none"> - Transport Accessibility - Active Travel - Digital Connectivity Infrastructure 	<ul style="list-style-type: none"> - Enhancing Careers Education, Information, Advice and Guidance - Delivery of Lifelong learning and workforce skills - Employer engagement and access to talent - Lobbying for a second Skills Devo Deal that strengthens our current programme and delivers greater <u>impact</u> - Building Skills Infrastructure 	<ul style="list-style-type: none"> - Environmental and Climate actions - Infrastructure – sufficiency, <u>preservation</u> and safety - Social and culture - Financial – supporting response to cost of living and fuel poverty

Priority Area	Achieving Good Growth	Increased Connectivity	Ambitious Skills and Employment Opportunities	Enabling Resilient Communities
Outcomes	(1) Increase in Gross Value Added / value of local economy (2) Improvements in Productivity above UK average (3) All districts across region improve on prosperity index (4) Levelling Up, lifting as many areas as possible out of the top 10% most deprived areas nationally (5) Consistent High levels of Sustainable Growth in Knowledge Intensive Industries (above UK average growth rates) (6) Housebuilding above national rates (7) Retain global position and reputation (8) Maintain net contribution to UK treasury	(1) Increasing share of public transport usage and sustainable travel as a proportion of all travel (2) Reduction in numbers of people killed or seriously injured on region's roads (3) Reduced congestion on major roads (4) Measurable improvements in connectivity for 'left behind' areas.	(1) Closing the skills gap with the national average for: a) Peterborough b) Fenland c) pockets within wider Cambridgeshire (2) An increase in % of the population qualified to Levels 2, 3 and 4 and higher qualifications (3) Reduced difference in household income between most deprived and least deprived areas (4) Increase in the percentage of population with well-paid employment (5) Improved health and wellbeing as measured by ONS Health Index	(1) Reduction in CO2 emissions for Cambridgeshire and Peterborough (2) Increase in biodiversity with improvements in both common and red-list species (3) Healthy Life Expectancy at Birth rates to increase (4) Reduction in the gap between the healthiest and least healthy places (5) Reduction in percentage of households living in fuel poverty

	Priority Area	Achieving Good Growth	Increased Connectivity	Ambitious Skills and Employment Opportunities	Enabling Resilient Communities
		Outputs <ul style="list-style-type: none"> - Additional external funding invested in the area. - Homes built (on sites unlocked by Combined Authority funded investment) - Affordable homes built (on sites unlocked by Combined Authority funded investment) - Jobs created (via growth strategy investments) - Jobs supported (via growth strategy investments). 	<ul style="list-style-type: none"> - Miles of cycle and other active travel schemes <u>funded</u> - Number of Stations and miles of heavy rail infrastructure improved - Affordable bus network supported and <u>developed</u> - Gigabit and Full Fibre coverage - Highway investment to support growth sites (effectiveness measured by jobs / housing growth on sites) - Innovations supported such as micro-mobility and demand responsive travel (measured by travel take-up) - Community Transport <u>supported</u> 	<ul style="list-style-type: none"> - Number of Apprenticeships - Numbers of AEB learners - ARU Peterborough enrolments - Participation in learning and skills provision - Achievement of learning <u>aims</u> - Progression into employment, higher levels of learning, in-work <u>promotion</u> or volunteering 	<ul style="list-style-type: none"> - Additional Infrastructure to support sustainable growth (water and power) is <u>delivered</u> - Percentage of Bus fleet converted to <u>electric</u> - Additional land devoted to nature or number of acres of land turned over to nature <u>recovery</u> - Number of landowners receiving support to encourage <u>nature</u> - Number of homes and other buildings insulated or upgraded
2.4	<p>At its meeting on 31 May 2023, CAB noted that it is important that the organisation can clearly demonstrate Best Value and High Performance to a range of stakeholders, including government departments, auditors, Members, the public, communities across the CA area, constituent councils, other key partners and prospective and existing employees, if it is to maximise the opportunities to deliver the outward facing strategic objectives. CAB therefore agreed a fifth, more inward facing, strategic objective of 'Achieving Best Value and High Performance' to support and reflect the work being undertaken within the Improvement Programme. More detail on progress in delivering the Improvement Programme is covered in Item 9 of the agenda of this meeting.</p>				

2.5	At the operational level, Directorate Business Plans (DBP) for each of the CA directorates have been completed by management teams. DBPs are one of the foundations of any good organisation, and developing these plans has been part of the CA's improvement journey. Delivery against these plans has been overseen by Executive Directors.
2.6	<p>The DBPs directly align with the CA's strategic priorities, operating principles and values and have been developed for each CA directorate:</p> <ul style="list-style-type: none"> • Chief Executive's Office • Economy and Growth • Place and Connectivity • Resources and Performance <p>The DBPs set out each directorate's:</p> <ul style="list-style-type: none"> • Purpose • Key activities • Key partners and suppliers • Key successes • Governance and oversight arrangements • Funding arrangements • Current year revenue budget • Resourcing structure • Objectives and how they map to Corporate Strategy deliverables and Operating Principles • Key Performance Indicators • Activities, Milestones, Outputs and Outcomes for each Objective
2.7	<p>The Mayoral ambitions are:</p> <ul style="list-style-type: none"> • A Locally determined, innovative, and public transport system that is fit for the future • Promote, protect and grow our unique Fens • Creating a strong sense of place and cultural identity for our region • Working with ICS to support the delivery of better health outcomes and address health inequalities in our region <p>These Mayoral ambitions sit together alongside the CA's strategic deliverables, with work continuing to map alignment of the DBP objectives and activities to the Mayoral pledges, identifying opportunities or gaps and requirements for additional funding.</p>
2.8	Executive Directors are responsible for overseeing the delivery of their plan, monitoring and regularly reporting on progress. DBPs will be updated annually. A lessons learnt workshop has taken place which has picked up points for improvement to take into the 2024/25 planning cycle.
2.9	At the individual level, in 3/24 individual appraisal and objective setting has been introduced and work on behaviours aligned to the CA's values has been developed with staff. Over 90% of eligible staff have had appraisals, where objectives have been set and personal development and the organisational values discussed with line managers. Training for managers and staff was made available as part of this process, with feedback sought to inform the future approach. The objectives set out what each member of staff will do, how this will be evaluated, how it is achievable and relevant, and by when it will be completed. These objectives have been agreed with line managers and will be reviewed throughout the year at 1-2-1's and six-month reviews.
2.10	Operating values and principles are in place that are informing the approach the CA takes to how it operates. Delivery against these is being overseen by the Chief Executive. With the CAB Operating values also adopted in January 2023, work on a Behaviours Framework aligned to the values which sets out the behaviours that everyone is expected to demonstrate is currently being co-developed with staff. The agreed values are highlighted below:



- | | |
|------|---|
| 2.11 | <p>A performance management framework is in development and will be in place by the autumn 2023. The framework will set out how the CA will implement the golden thread and develop an effective performance culture, with details of roles and responsibilities, performance measures, reporting and communication. The reporting of performance is covered in more detail in Item 10 of the agenda of this meeting.</p> |
|------|---|

3. Appendices

3.1	N/a
-----	-----

4. Implications

Financial Implications

4.1	The key activities contained in the Corporate Plan and Directorate Business Plans have funding allocated in the approved Medium Term Financial Plan for 2023-24. However, whilst there are no direct financial implications from this report, the ongoing work to map directorate objectives to Mayoral pledges may identify gaps that need additional funding. This may include costs relating to development of strategies and plans, stakeholder engagement, funding bids and commissioning. If any such costs cannot be managed within existing budgets, decisions to allocate additional funding will be progressed separately through the appropriate decision-making channels.
-----	---

Legal Implications

4.2	There are no legal implications arising from this report. There is a legal requirement to have a fully functioning Overview and Scrutiny Committee within the CA framework. The Overview and Scrutiny Committee should act as an independent scrutineer for Council activities.
-----	--

Public Health Implications

4.3	Achievement of CA's strategic objectives has the potential to have significant positive long-term impact on public health outcomes, tackling inequality, improving healthy life expectancy and reducing people killed or seriously injured on roads.
-----	--

Environmental & Climate Change Implications

4.4	Achievement of CA's strategic objectives has the potential to have significant positive long-term impact on environment and climate change outcomes, including CO2 reduction and the proportion of land classed as nature rich.
-----	---

Background Papers

4.5	Cambridgeshire and Peterborough Combined Authority Strategy and Business Plan 2023/24 Mayoral Ambition Statement
-----	---