

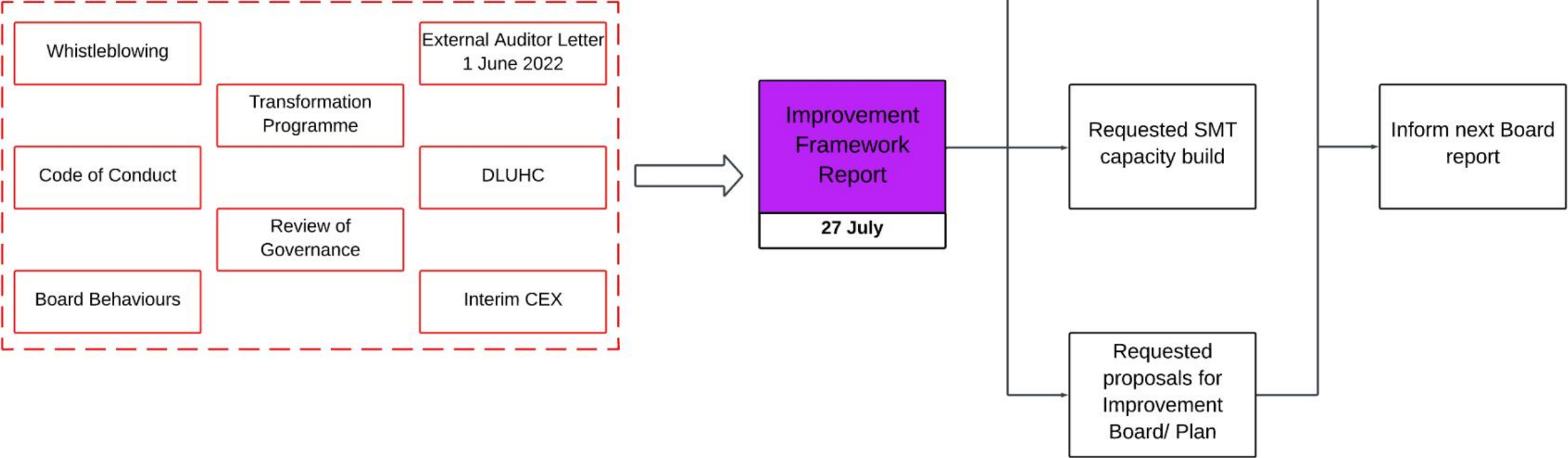
# Improvement Framework

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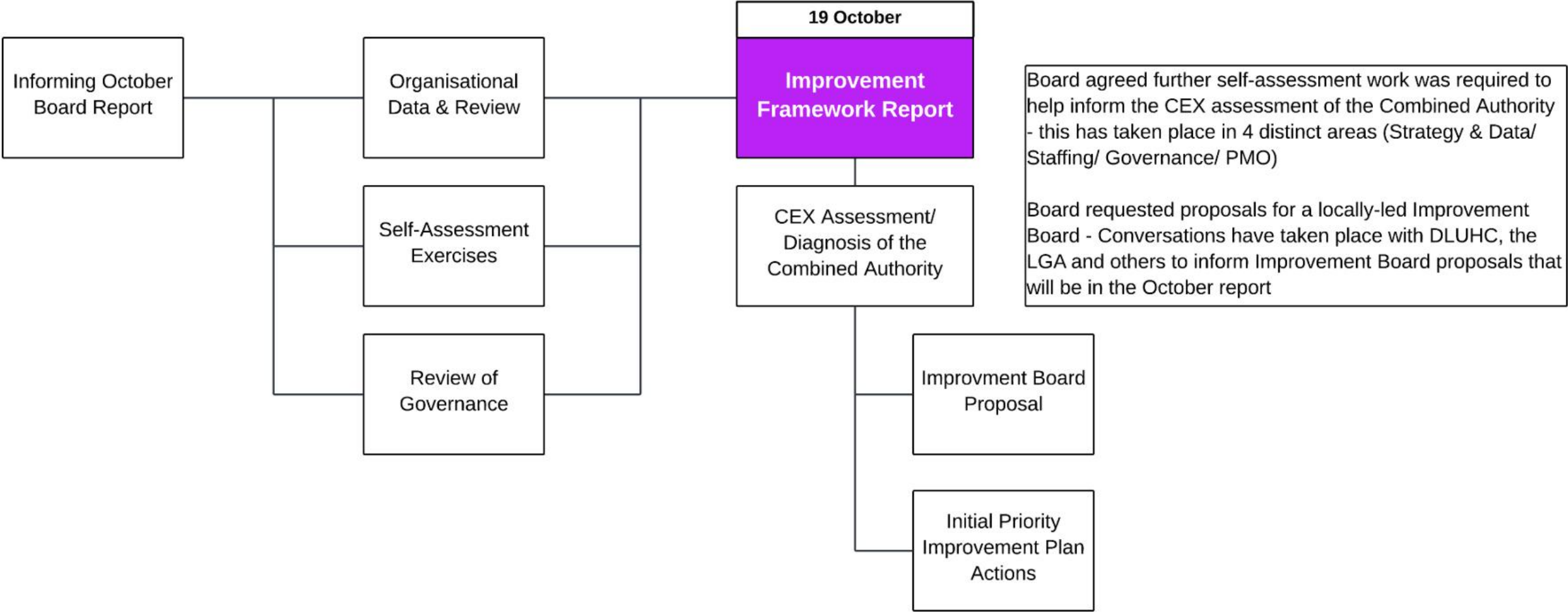
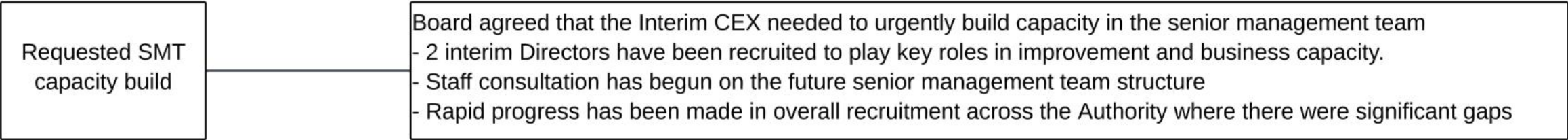
Overview and Scrutiny Committee

17 October 2022

# How did we get here?



# Informing the October Improvement Report



## **There are 5 big lessons – perhaps even pre-requisites for success**

- The development of an overarching strategy for the region – the place – and organising everything behind it.
- Establishing clarity of purpose – and for an MCA to be clear on where it can add value.
- The Mayor developing the right behaviours and a strong outward facing role.
- CA board members who are individually sufficiently self-aware and skilled to go beyond parochial party politics to establish and practice a culture of pragmatism for the benefit of the region.
- An effective and efficient organisation, which works as part of the local system.

# Priority Areas of Focus

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The October report identifies 6 key priority areas of focus over the next 3 months, they are:

- Establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term, and to chart the next steps on that journey. This needs to include defining the purpose and role of the CPCA and in particular where the CPCA can add value.
- Implement a comprehensive reset of ways of working and align the policy development and pre-Board processes to support this
- Prioritise work to establish a long-term strategy for transport, an urgent development of a bus strategy and review the role and functioning of the Business Board
- Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking a more strategic approach to the application of funds for identified priorities
- Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities
- Map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation

# Priority Areas of Focus – What might be the return on this commitment?

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Outcomes will be identified within the October report under the 6 priority areas with actions required to deliver them. A focus on the 6 priority areas can lead to the following return in the next 3 months:

- Shift to a transitional arrangement of board cycles, adjusted focus, more strategic content
- A draft 'overarching strategy' document
- A draft Medium Term Financial Strategy which reflects the overarching strategy
- A worked-up transport strategy and bus strategy
- Proposals for the next phase of development of the Business Board
- Resolution to the current investigations

And in the operation:

- A senior staffing structure and plan for recruitment
- A period of stability in the workforce
- Improved collaborative processes between CPCA and constituent authority officers

# Moving Forward

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Moving forward what will others see?.....

- Huge reduction in tension and frustration in board, and in dynamics and focus.
- Members feeling time is spent on worthwhile debate and activity.
- Members and officers believing that the MCA can genuinely expect to secure greater investment and improved reputation.
- Individual Board members spend more of their time on informal discussions finding issues of agreement, speaking up for the needs of the region, and its priorities.
- Recognition that the Mayor has secured greater attention from ministers and influential stakeholders for the region's needs.
- An absence of political point scoring in board noticed by all interested parties.
- That staff in CPCA and the local authorities view board members as role models for good behaviour, collaboration and working towards consensus.
- CPCA staff recruitment and retention improves.
- A **Devo deal 2** looks possible, even likely.
- Staff expect to work in 'virtual teams' on policy development and programme delivery.
- The CPCA operation has matured, supports the Mayor and board with a feel of 'one CPCA'.

# Moving Forward

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Engagement has taken place with the Chief Executives Group who provided advice on moving forward with the October report and improvement framework.

Key issues raised:

- Poor behaviour at Board meetings has become normalised – such behaviour needs to be called out and dealt with appropriately
- October report is strong but runs the risk of Board Members defaulting into arguing about the past – need to ensure focus is on moving forward
- Important to sharpen how bad things really are whilst also offering a way forward, explain what could change

In order to deliver on commitment for improvement Board will need to:

- Endorse October report and agree a way forward
- Agree Initial Improvement Plan (focus on priority areas for next 3 months) with robust delivery and reporting
- Get Improvement Board in place and supported by Improvement Group (with Exec Team Members identified as 'owners' for 6 key areas of focus)



# Improvement Board

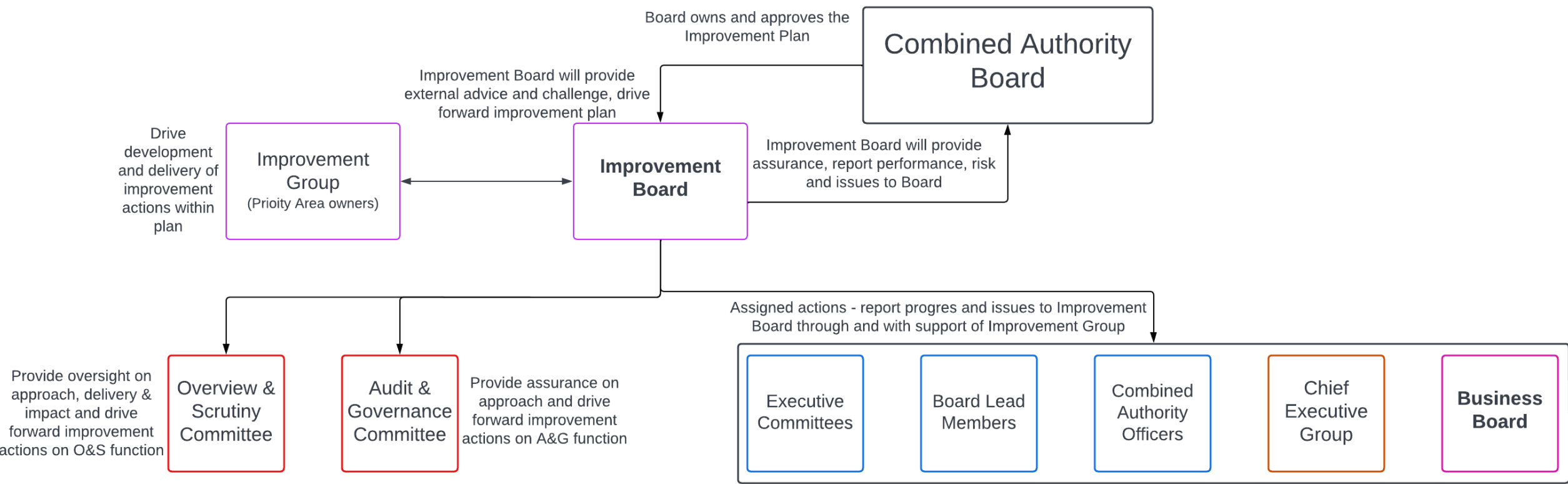
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## Purpose:

- ☐ To provide external advice, challenge, and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
- ☐ To drive forward 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.

# Independent Improvement Board Governance

The 6 priority areas are detailed in a single improvement plan to be owned by the CA Board.



# Independent Improvement Board – Terms of Reference and Membership

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## Terms of Reference

- ☐ Purpose
- ☐ Accountability and reporting to CA Board on progress and for key decisions
- ☐ Working arrangements
- ☐ Board meetings and agenda mgt
- ☐ Relationship with officer improvement group
- ☐ Review

## Suggested Board structure:

### Membership:

- Independent Chair (confirmed)
- Independent Deputy Chair (confirmed)
- Independent external members (bc)
- Political representatives representing Labour, Conservatives & Lib Dems (confirmed)

### Attendees:

- Mayor
- Lib Dem Mbr (confirmed)
- Conservative (tbc)
- Interim Chief Executive
- 2 x CXs from CA region
- Independent external member (LGA rep)

# Improvement Group

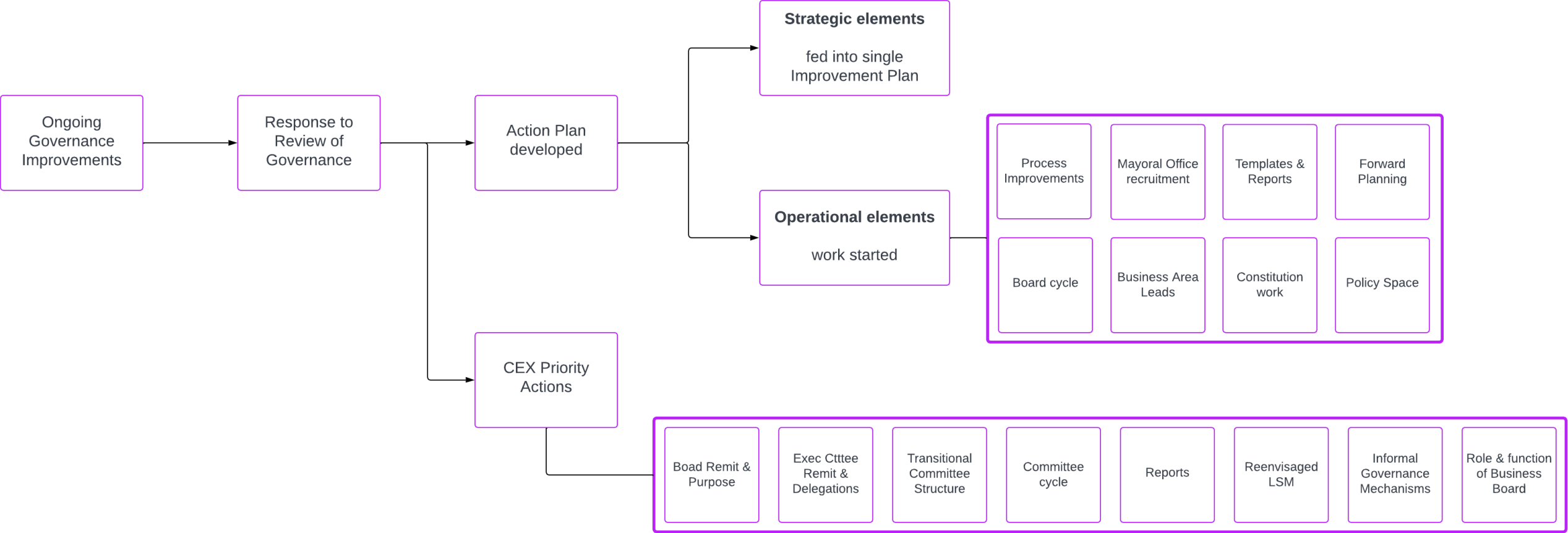
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- ❑ To bring together the six theme leads, the PMO and key representatives from across the CA to:
  - ensure that detailed project and resource plans are developed and agreed
  - that dependencies between projects are understood
  - key risks identified and mitigated,
  - learning is captured and shared, and progress is reported in a consistent and timely way to the Improvement Board
- ❑ The interim Director, Transformation Programme will operate as Sponsor of the Improvement Programme and be accountable for the overall delivery of the Plan and reporting to the Improvement Board of identified actions.
- ❑ Project leads will be accountable for identified activity to be delivered and for supporting dependent activities from across the overarching plan. Highlight reports setting out progress against agreed timelines, any risks or slippage, resourcing issues will be identified and reported to the Improvement Board in line with the agreed meeting schedule.
- ❑ The PMO will support the Improvement Group and ensure consistency in approach and documentation.
- ❑ The PMO will also complete progress (highlight) reports for inclusion in the reporting schedule to the Improvement Board. Key learning will also be captured to aid continuous improvement and learning.

An Engagement Plan is being developed to ensure all stakeholders are able to inform improvement activity, share suggestions for improvements and be informed of progress.

# Response to review of governance

Work is ongoing to deliver immediate improvements in response to the review of governance.



# Improvement – Role of Overview & Scrutiny Committee

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A key role for the Committee is to hold the Board to account on the improvement decisions they take and on the delivery of the improvement framework.

DLUHC (8 Sept) and the External Auditor (5 Sept) have been briefed on the improvement framework and October report with both responding positively but wanting to see how Board deals with the report.

DLUHC have also indicated that they want to see delivery against the improvement plan through November and December and examine any barriers that may be preventing progress.

Another key role for the Committee is to hold the Board to account on performance such as performance review of the improvement framework itself to ensure improvement is on track, to assist this it is proposed that:

- ❑ Improvement Highlight report be presented to Committee that sets out high level view on performance, risk and issues. O&S can use this to challenge performance, to hold the Mayor as Chair of the Board to account, and to identify areas that may require more detailed challenge.

The Improvement Highlight Report would be presented to O&S to inform performance scrutiny and drive accountability, the report would also go to Audit & Governance Committee to drive consideration of risk and compliance and drive assurance.

The Committee may want to focus Mayoral Question Time sessions on improvement focused accountability.

# Improvement – Role of Overview & Scrutiny Committee

As well as a focus on pre-scrutiny, performance scrutiny and accountability the Overview & Scrutiny Committee may wish to consider including in its work programme certain areas in response to the Review of Governance, these areas link to developing and strengthening the Overview & Scrutiny function which can play a significant role in the future improvement of the Combined Authority.

Review of Governance Recommendations
<b>Identify the potential role scrutiny can play in a strategic context for the Combined Authority</b> – how O&S can play an active role in the development of big plans, policy and the budget, and in the way the CPCA prioritises its work
<b>How to deliver Combined Authority accountability for the region</b> – how can O&S provide proportionate and constructive challenge to the Mayor and wider CPCA, its activities and performance? What support would it need to do this? What information would pre-meeting process would be required?
<b>Establish the Overview &amp; Scrutiny function in a CA context</b> – how best to ensure O&S drives strategic content. What needs to happen for O&S to be seen by all as a vital part of the regional governance landscape
<b>Establish key principles for CPCA Overview &amp; Scrutiny</b> – what are the key regional themes that O&S should champion and focus on and how is this done elsewhere?

There is also an opportunity for O&S to consider other CA approaches to delivering the function such as the way West Yorkshire attempt to drive constituent links or the recent changes at Greater Manchester to how its function operates following a detailed CfGS review.

# Recommendations –Overview & Scrutiny Committee

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- ❑ The Committee is asked to note the presentation on the next steps of the improvement framework and proposed report going to the 19 October CPCA Board meeting
- ❑ The Committee is asked to put questions to the Chief Executive, Mayor and supporting Officers on the presentation and the Improvement Framework report going to 19 October CPCA Board
- ❑ The Committee is asked to *Welcome/ Endorse/ Comment* on the proposal to bring an Improvement Framework Highlight Report to future Committee meetings
- ❑ The Committee is asked to undertake pre-scrutiny of the Improvement Framework report going to the 19 October CPCA Board
- ❑ The Committee is asked to give consideration to what needs to be included regarding the improvement framework in the Committees 2022/23 work programme