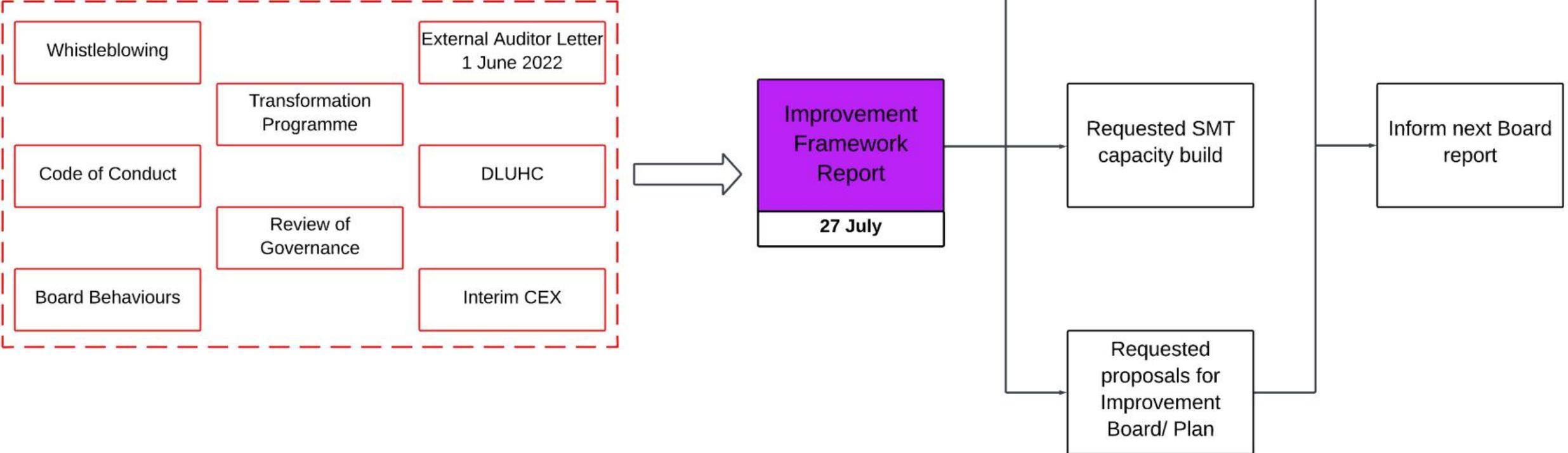


Improvement Framework

Audit and Governance Committee

How did we get here?



Informing the October Improvement Report

Requested SMT capacity build

Board agreed that the Interim CEX needed to urgently build capacity in the senior management team

- 2 interim Directors have been recruited to play key roles in improvement and business capacity.
- Staff consultation has begun on the future senior management team structure
- Rapid progress has been made in overall recruitment across the Authority where there were significant gaps

Informing October Board Report

Organisational Data & Review

Self-Assessment Exercises

Review of Governance

19 October
Improvement Framework Report

CEX Assessment/
Diagnosis of the
Combined Authority

Board agreed further self-assessment work was required to help inform the CEX assessment of the Combined Authority - this has taken place in 4 distinct areas (Strategy & Data/ Staffing/ Governance/ PMO)

Board requested proposals for a locally-led Improvement Board - Conversations have taken place with DLUHC, the LGA and others to inform Improvement Board proposals that will be in the October report

Improvement Board Proposal

Initial Priority Improvement Plan Actions

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/ skills 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.

Chief Executives Priority Areas of Focus

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?

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 – 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

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
- 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)

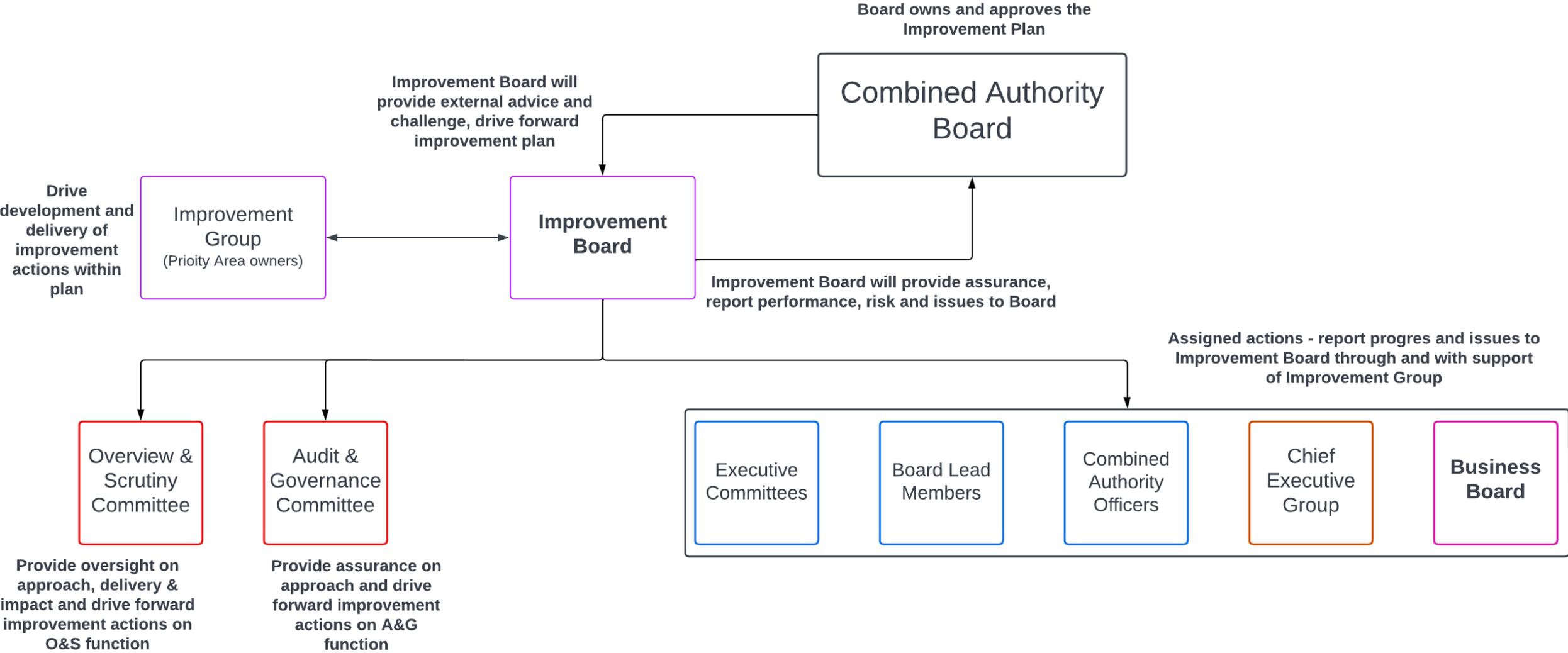
Improvement Board

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.

Improvement Board Governance

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



Improvement Board – Terms of Reference and Membership

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

Membership

- Balance of membership based on expertise and experience
- Suggested Board structure and membership:
 - Independent Chair
 - Independent external members*
 - Independent external member (LGA rep)
 - Mayor – or his representative operating as the link with the CA Board
 - Representative from each of other political groups
 - Interim Chief Executive

Approx 8/9 in total

**Balance of political parties and independent officers
Working with LGA re potential nominations*

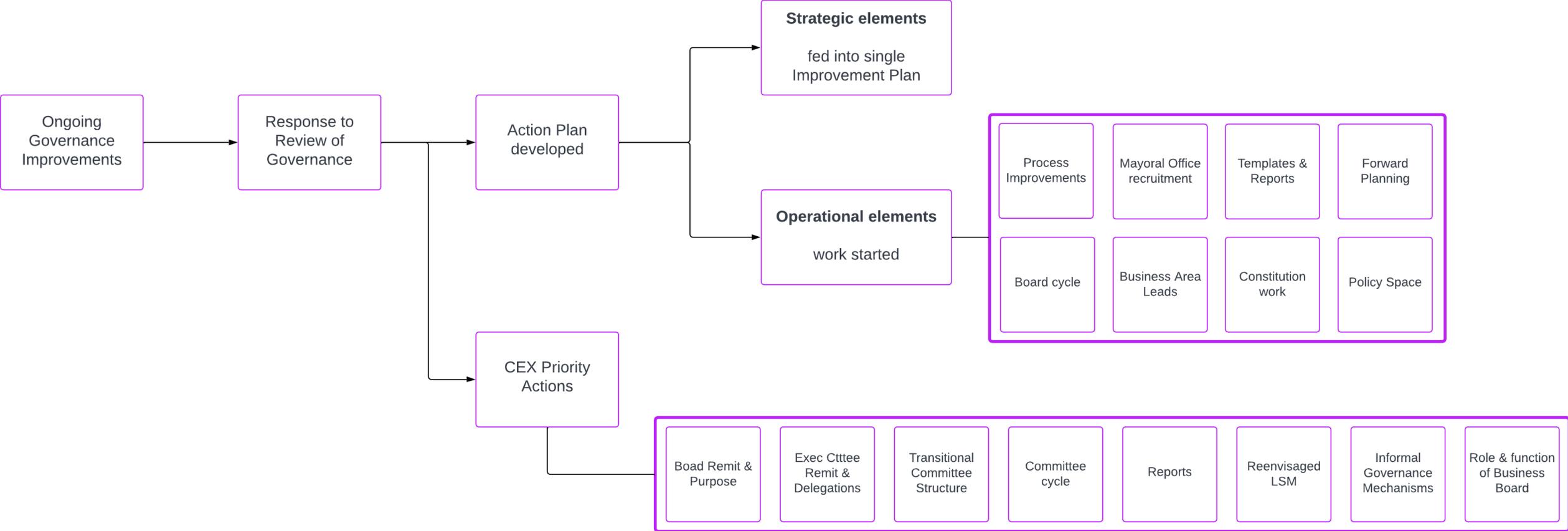
Improvement Group

- ❑ 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 will be 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 Audit & Governance Committee

A key role for the Committee is to assure itself (and the Board) that improvement framework will satisfy DLUHC and the External Auditors concerns.

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 assure itself (and the Board) that 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. Cover report to include commentary on actions taken and next steps to address significant concerns raised by External Auditor.

Additionally the Committee will receive in due course a report from the External Auditor and have the opportunity to discuss the CA response to the significant concerns raised.

Improvement – Role of Audit & Governance Committee

There are several improvement workstreams that will seek to engage the Committee for input at the appropriate point, these include improvements to corporate governance arrangements such as:

- performance management
- risk management
- financial management
- corporate governance escalation processes

There is also a constitution workstream that will seek to rewrite the constitution to address matters raised within the review of governance and reflect the numerous constitutional changes required from the improvement framework. The constitution work will also seek to create a best practice document.

This work will be led by a small officer group in consultation with the Lead Member for Governance in order to allow quick progression. It will however require proposals to be considered and approved by the Committee for recommendation onto Board.

Improvement – Role of Audit & Governance Committee

The Committee has already agreed to tasking officers with improving the Code of Conduct, ensuring it incorporates an improved member-officer protocol and develops a social media protocol. This will come back to the Committee for consideration once drafted.

The following areas are made as suggestions for the Committee to consider for inclusion within its work programme that can play a role in the improvement journey:

Corporate Governance
Assurance Framework compliance - How to assess compliance
Whistleblowing Arrangements - Review process and recent complaint(s) to ensure process is fit for purpose
Annual Governance Statement improvements Ensure process and statement is set against identified CIPFA criteria
Assurance Framework Improvements - Set design principles/ link to improvement project

Response to review of governance The following are recommendations accepted by Board for A&G
PARC - Support for Audit & Governance Committee be enhanced to ensure clear links exist between the role and information provided to PARC and the Committee
Performance Management - The role of Audit & Governance Committee be clarified regarding performance management and what information it requires to undertake this role
Assurance Framework - The role of the Audit & Governance Committee be enhanced as it applies to the Assurance Framework to ensure that it includes oversight of compliance with the Assurance Framework and best practice development
Financial Management - Audit & Governance Committee be provided with training on its financial management role, key associated skills and how this fits into the Combined Authority context

Ask of Audit & Governance Committee

The Committee is asked to:

- Note the presentation on the next steps of the improvement framework and proposed report to October 19 CPCA Board meeting
- Endorse the proposed next steps as set out in the presentation
- Give consideration to what needs to be included regarding the improvement framework in the Committees 2022/23 work programme