

# Programme Level Highlight Report

*for the Period:*

1<sup>st</sup> December 2022 to 23<sup>rd</sup> December 2022

## Programme Governance

| Chief Executive Overview   |
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| <p>There has been considerable progress in the development of the overarching strategy for the region. The draft corporate plan is complete and being presented to the Board in January and other related strategies such as the Bus Strategy and LTCP are progressing. We can show the beginnings of delivering a collectively agreed and owned set of strategies for the region.</p> <p>The establishment of clarity of purpose for the CA is also progressing well. For example, apart from the strategic framework above the golden thread that has been developed sets out the ambition, priorities and operating principles for the CA and further work will embed these and the values developed into everything we do. We have also made progress in setting a framework for working in this way at member level with a new committee structure and scheme of delegation to focus members on what matters. Alongside this we have an agreed senior management structure to drive the new ways of working and recruitment to Executive Director roles is underway.</p> <p>Progress has been made in establishing a mayoral function that enables him/her to operate in a way that maximises the utility for the CA area with a new resourced mayoral office. Alongside this there has been close engagement with the mayor as we develop the Improvement Plan.</p> <p>The focus of the Improvement Plan to date has been the structures of governance that will facilitate and encourage the new ways of working by the Board. However, change is already apparent, for example in the engagement with the Improvement Plan and the constructive discussions with the Business Board about how we can move forward together. The commencement of work by the Independent Improvement Board will accelerate this journey.</p> <p>All the above leads us on the journey to become the effective and efficient organisation that we strive to be. The three-month review timetables for February will test this, not just with staff but with partners and stakeholders, and will guide the next steps of the journey.</p> |

| Programme RAG Status |       |
|----------------------|-------|
| This Period:         | AMBER |
| Last Period:         | AMBER |

| Individual Workstream Status |             |             |
|------------------------------|-------------|-------------|
| Workstream                   | This Period | Last Period |
| A                            | G           | G           |
| B                            | A           | A           |
| C                            | A           | A           |
| D                            | A           | A           |
| E                            | A           | A           |
| F                            | A           | G           |

| Overview & Scrutiny  |
|--|
| <p><i>Overview &amp; Scrutiny feedback will be inserted here once it has considered the Highlight Report</i></p> |

| Independent Improvement Board |
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*IIB (Independent Improvement Board) feedback will be inserted here once it has considered the Highlight Report*

*IIB is due to consider the Highlight Report on [DATE]*

#### **CPCA Board**

*CPCA Board feedback will be inserted here once it has considered the Highlight Report*

#### **Audit & Governance Committee**

*Audit & Governance Committee feedback will be inserted here it has considered the Highlight Report*

## Workstream Highlight Reports

### Workstream A

#### **Project Description:**

To 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.

#### **Project Outcomes:**

**A1** - A clear strategic plan for the CA is in place with deliverables to take CA from now until end of current Mayoral Term

**A2** - Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.

**A3** - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA.

**A4** - The strategic policy framework for the Combined Authority is re-established.

**A5** - The mayor's operating arrangements and appropriate office support is in place and fit for purpose.

#### **Workstream Sponsor:**

Fliss Miller

#### **Project Manager/s:**

Chris Bolton

#### **CEX Lead:**

Robert Pollock

#### **PMO (Programme Management Office) Support:**

Thomas Farmer

#### **Agreed Completion Date:**

31/01/2023

#### **Forecast Completion Date:**

31/01/2023

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|--|--|------------------|--|-------------------------|--|--|--|
| Reporting Period:  |  |                  |  | 01/12/2022 – 23/12/2022 |  |  |  |
| Workstream A<br>Project Status   |  | This Period:     |  | GREEN                   |  |  |  |
|  |  | Previous Period: |  | GREEN                   |  |  |  |
| Workstream A - Project Update: December  |  |                  |  |                         |  |  |  |
| Workstream flagged as green, 73% of the tasks completed.   |  |                  |  |                         |  |  |  |
| Project Outcomes:  |  |                  |  |                         |  |  |  |
| <ul style="list-style-type: none"><li>Following the completion of the mapping exercise to identify all existing Board approved strategies and agreed priorities, a draft Corporate Strategy has been prepared for consideration by the Board on 25 January 2023.</li><li>Following engagement with the mayor to outline the mayoral policy agenda an Ambition Strategy has been drafted and added to the Corporate Strategy</li><li>Output from the staff survey on values and behaviours fed into an all-staff workshop in early December. The workshop was well attended, and from its reflections we have drafted a set of core values for the organisation and included in the draft Corporate Strategy that have been tested with the Board and other key members</li><li>The staffing structure for office of Mayor has been agreed and recruitment commenced with the first post, a head of policy now filled.</li><li>The Executive Team senior structure has been agreed, descriptions finalised and recruitment to the Executive Director roles is underway (closing date 6 January 2023).</li></ul> |  |                  |  |                         |  |  |  |
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**Workstream A: CEX Lead (Robert Pollock) Comments:**

Workstream A is making satisfactory progress toward completing the actions as set out in the improvement plan:

The Corporate Strategy is on schedule to be approved at Board. Engagement with Leaders, and Constituent Authority CEOs has been supportive. Suggestions to strengthen the strategy have been welcomed and acted on. There is a recognition it is a transitional strategy and that insights from the improvement process and 'state of the region' review will need to be taken on board in future.

Through an all-staff workshop and engagement with Leaders, 5 values have been identified for the Combined Authority. This work continues. The bigger challenge will be making this real in practice through changes in behaviours and relationships.

Whilst the workstream will achieve many of its actions in January, focus must now be on how all the actions will be embedded and implemented in partnership with all constituent authorities.

**Workstream A - Key Milestones/Activities this Period:**

|   |   |
|---|---|
| 1 | Further engagement at Leaders Strategy meeting 14 December.   |
| 2 | Revised Corporate Strategy has been drafted and was reviewed at LSM.  |
| 3 | Engagement session held on 15 <sup>th</sup> December introducing the Corporate Strategy to the Business Board, CPPSB and all CPCA Executive Committees. |
| 4 | Staff Values and Behaviours workshop took place 8 December.   |
| 5 | Recruitment to Executive team and Chief Executive's Office (including support to the office of the mayor) complete.                                     |

**Workstream A - Key Milestones/Activities Planned for Next Period:**

|   |   |
|---|---|
| 1 | Corporate Strategy report to be presented at the 25 January Board meeting.  |
| 2 | Staff Values and Behaviours 8th December workshop outputs to be shared with organisation noting the dependency with Workstream E and Performance Management |
| 3 | Development of an implementation plan to take forward the actions completed within the Improvement Plan.  |

**Workstream A - Project Issues:**

|   | Issue Description  | Mitigation   |
|---|--|--|
| 1 | <b>Workstream Resource – Interim</b> Chief of staff is due to leave the CPCA on the 30/11/2022 and a | Chief of staff to prioritised development of the strategy during October and November to |

|  |   |   |
|--|---|---|
|  | replacement will not be due to take up position until February 2023, which could mean that the strategy has no designated lead/author at what could be a critical time.   | ensure full draft available by 30 November and her departure. Progress has continued and further mitigation is predicated upon the timely appointment of the new Chief of Staff meaning that there will be no significant loss in momentum of the workstream actions. |
| 2  | Leadership Resource - Mayor Dr Nik Johnson is due to take an extended period of sick leave until F<br>Leadership Resource - Mayor Dr Nik Johnson is due to take an extended period of sick leave until February; the mayoral ambition will not be able to be represented by the mayor until after February. | Early sign-off from Dr Nik Johnson achieved prior to sick leave and full handover with Cllr Anna Smith completed to ensure continuity.  |
| <b>Workstream A - Project Risks:</b>     |   |   |
|  | <b>Risk Description</b>   | <b>Mitigation</b>   |
| 1  | <b>Overarching Vision</b> – Not reaching a consensus on the overarching vision impacting the ability of the organisation and suppliers to deliver against strategic objectives.   | Ensure communication and engagement plan is in place. Ongoing work on a revised Corporate Strategy and plan will continue. The outputs of the staff survey will be included in a draft set of values which will be shared at an all-staff conference in December.     |
| 2  | <b>Strategy Gap</b> - If there are gaps in the strategies identified then this could mean that a joined-up approach that reflects the 7 constituent councils of the CPCA may not be fully reflected.  | Continued involvement and ongoing engagement with constituent councils at CEO level to ensure alignment is maximised.   |
| <b>Workstream A Report Completed By:</b> |   | <b>Chris Bolton</b>   |
| <b>Completion Date:</b>                  |   | <b>21/12/2022</b>   |

## Workstream B

**Project Description:**

To Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this.

**Project Outcomes:**

**B1** - The Board's ways of working have been reset to enable it to operate in effective and strategic manner.

**B2** - Executive Committee ways of working are reset to enable them to operate in a more effective manner.

**B3** - Transitional Committee Structure implemented.

**B4** - Policy space for Board is developed and aligned to the policy development process.

**B5** - Informal governance mechanisms are in place that reset ways of working with constituents and partners.

**B6** - The culture and operation of the CA supports it as an effective, high performing organisation.

**B7** - A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity.

**B8** - This will be reviewed and updated once the new governance structures and emerging partnership arrangements are in place

|  |                         |                                      |
|--|-------------------------|--------------------------------------|
| <b>Workstream Sponsor:</b>             |                         | Steve Cox                            |
| <b>Project Manager/s:</b>              |                         | Louisa Simpson                       |
| <b>CEX Lead:</b>                       |                         | Matt Gladstone                       |
| <b>PMO Support:</b>                    |                         | Heidi Quigley                        |
| <b>Agreed Completion Date:</b>         |                         | 31/01/2023                           |
| <b>Forecast Completion Date:</b>       |                         | 31/01/2023 (for all actions save B8) |
|  |                         |                                      |
| <b>Reporting Period:</b>               |                         | 01/12/2022 – 23/12/2022              |
| <b>Workstream B<br/>Project Status</b> | <b>This Period:</b>     | AMBER                                |
|  | <b>Previous Period:</b> | AMBER                                |

**Workstream B - Project Update:**

**B1 – B5:** There has been considerable progress made on the actions associated with B1 – B5 following a positive Leaders Strategy Meeting. The following amended governance arrangements were agreed to progress to final sign off at the Combined Authority Board in January 2023:

**Governance Proposals:**

- Combined Authority Board to become a Strategic body supported by Thematic Committees to drive delivery of objectives.
- Creation of Thematic Committees to 'get on and deliver.'
- Empowered Thematic Committees with appropriate delegations, therefore reducing burden of business at CA Board.
- Core Thematic Committee principles including wider Constituent Officer engagement.
- Informed pre-Board process including Constituent CEXs and forward planning at a reenvisioned LSM that will provide 'policy space' to allow strategic debate.

**Lead Member Role:**

- All Constituent Council Leaders are offered a Portfolio Lead Role appointed by the mayor that is in line with Constituent Council responsibilities.
- Principle of Lead Member chairing respective Thematic Committees (not the mayor).

**Burden Sharing:**

- Strategic Board and empowered Committees will support return to 8-week cycle for Board meetings.
- Board substitute Member to take wider CA role through support for Lead Member role (including support in chairing Committees).
- Wider burden sharing addressed through greater officer support and engagement through CEX Group and informal advisory officer groups.
- Wider Constituent Member membership of Committees.

**Informal Governance:**

- CA/Constituent Officer advisory groups to be further developed to change ways of working with CEX Group continuing to support Leaders. Other groups to be developed:
- Place Directors Group
- Directors of Finance Group
- Education Advisory Group
- Possible Transport Advisory Group

**B6 - Values:**

- Staff session held in early December to build on staff perceptions from staff survey and pre-session activity.
- Discussions with Board Members have taken place and informed the values to be presented to the CA Board on 25 January.

**Next phase:**

- Values to be shared with LSM in January on route to CA Board.
- Behaviours to be drafted in Jan to reflect positive and negative behaviours colleagues in CPCA will be held accountable for.
- People policies and processes to be amended to reflect values and behaviours to be agreed at CA Board on 25<sup>th</sup> January.
- Development activity to be commissioned for managers and CA Board members to embed future way of working.
- Performance management system to reflect expected values and behaviours and to be built into future objective setting, appraisals and 1-1s.

**B7 – Leadership Structure:**

- Adverts for key Senior Executive roles have been advertised.

**B8 – Ext. Partner Engagement:**

- No formal work has started on this.

There were some concerns within the Workstream in terms of the commitment of Members to an already agreed decision to change the way the Board works and to delegate decisions to committees. This has been tested at the December 2022 LSM and general agreement was found in terms of the changes to Governance structures. The support of the IIB will be key to continuing to drive this change and the progress to date is being shared with the IIB Chair.

Associated constitutional changes/amends will be taken to Audit & Governance Committee in January on route to Board.

Key interdependencies with Workstream B – **A1, A2, A4, C2, D1, E4, F1** – discussions underway.

Change Request to be submitted to amend the dates for delivery against the below outcomes:



**B1** – 25 January 2023

**B2** – 25 January 2023

**B3** – 25 January 2023

**B4** – Implementation as soon as possible following 25 Jan 2023 Board meeting

**B5** – Implementation as soon as possible following 25 Jan 2023 Board meeting

**B6** – 31 January 2023

**B7** – Mid January 2023

**B8** – 1 March 2023

These changes reflect the issues being had in terms of the required support from the IIB to implement some of the previously agreed changes, formal change requests will be submitted to the next Improvement Group Meeting.

Collaborative working across the CPCA partners is still not established, the informal arrangements being agreed as part of the governance review will establish new groups to support this but groups that are already in place must be mapped and used proactively by CPCA, this was highlighted with the recent CPCA Procurement Strategy that has been developed but consultation opportunities were missed in terms of the Regional Procurement Managers Group.

#### **Workstream B: Workstream Lead (Steve Cox) Comments:**

Substantial progress is being made on B1-B5 following LSM and the positive response received from Members. Similarly progress with B6 (values) with the staff session on 8 Dec, further engagement with Members and the update to all staff on 22 Dec. B7 is being progressed with recruitment underway for 2 ED roles. There is an engagement plan in place under B8 and the call has gone out to all workstream leads to make sure it is populated with planned events for communications support to be provided. While all in on track until the Board sign off the governance proposals on 25 Jan, I am content for this workstream to remain Amber.

#### **Workstream B: CEX Lead (Matt Gladstone) Comments:**

- Mayoral interface with constituent authorities
- LSM horizon scanning – central government policies
- Place based Directors & Finance groups
- How do we know we are making a difference – collective added value. An improved understanding of our performance and delivery of programmes currently in place leading into the Performance Management Framework work held by Workstream E

#### **Workstream B - Key Milestones/Activities this Period:**

|          |  |
|----------|--|
| <b>1</b> | Changes to Board delegation, committee structure and responsibilities agreed at Leaders Strategy Meeting on 14 December. |
| <b>2</b> | Timeframe for recruitment for Executive Team agreed.   |
| <b>3</b> | Mapped progress of values & cultural changes with staff.   |
| <b>4</b> | Sessions with Members w/c 12 December following Staff Workshop.  |
| <b>5</b> | Continued meetings with Workstreams regarding interdependencies as noted above.  |

#### **Workstream B - Key Milestones/Activities Planned for Next Period:**

|          |   |
|----------|---|
| <b>1</b> | LSM consideration of draft Board Report on 11 January.  |
| <b>2</b> | Audit & Governance Committee on 13 January.   |
| <b>3</b> | Briefing Paper on Governance Arrangement Proposals to be sent to Executive Committee members early January. |

|                                   |  |   |
|-----------------------------------|--|---|
| 4                                 | Report setting out Governance Arrangements to be considered by CA Board on 25 January.   |   |
| 5                                 | Transition Plan for new Ways of Board Working to be developed.   |   |
| 6                                 | Mapping of existing regional groups to take place & CPCA membership where appropriate added.   |   |
| 7                                 | Embedding the values work completed before Christmas to be actioned – meeting to be arranged with HR (Human Resources), Workstream Lead, Comms Team to ensure plan established |   |
|                                   |  |   |
| Workstream B - Project Issues:    |  |   |
|                                   | Issue Description  | Mitigation  |
|                                   |  |   |
|                                   |  |   |
| Workstream B - Project Risks:     |  |   |
|                                   | Risk Description   | Mitigation  |
| 1                                 | Governance Framework not agreed.   | Engagement with all parties sighted in the EY audit in agreeing the steps to improve the functioning of partners with the CPCA.   |
| 2                                 | Values and Cultural changes are not agreed.  | Engagement with staff in the development of the Improvement Plan actions, vision and behaviours.<br>Consultation with staff on the implementation of values and behaviours within the CPCA and into wider partners. |
| 3                                 | Way of Working remains unchanged despite completion of workstream actions  | Develop shared values with partners.<br>Engage staff internally in workshop.<br>Develop a golden thread linked to the values & behaviours.  |
| 4                                 | Resourcing capacity affected by absence.   | Monitor workloads of key staff leading the workstreams.<br>Offer additional resource/back fill where necessary.   |
| 5                                 | Member commitment to agreed principles of change wavers.   | Discussion with IIB Chair to get support of the Board to holding members accountable.   |
|                                   |  |   |
| Workstream B Report Completed By: |  | Louisa Simpson & Steve Cox  |
| Completion Date:                  |  | 22/12/2022  |

## Workstream C

### Project Description:

To prioritise work to establish a long-term strategy for transport, buses and review the role and functioning of the Business Board.

### Project Outcomes:

**C1** - A long-term strategy for Transport and Buses is in place that meets the growth needs of the CPCA area.

**C2** - The role and function of the Business Board is fit for purpose in line with Government recommendations.

|                                  |   |
|----------------------------------|---|
| <b>Workstream Sponsor:</b>       | Steve Clarke  |
| <b>Project Manager/s:</b>        | Peter Tonks   |
| <b>CEX Lead:</b>                 | Jo Lancaster  |
| <b>PMO Support:</b>              | Heidi Quigley   |
| <b>Agreed Completion Date:</b>   | 31/01/2023  |
| <b>Forecast Completion Date:</b> | 23/06/23*<br>*Other elements of the Workstream will be completed before this date. The LTCP (Local Transport and Connectivity Plan) will not be complete until June 2023. |

|                                    |  |                     |       |                         |       |
|------------------------------------|--|---------------------|-------|-------------------------|-------|
| <b>Reporting Period:</b>           | 01/12/2022 – 23/12/2022  |                     |       |                         |       |
| <b>Workstream C Project Status</b> | <table> <tr> <td><b>This Period:</b></td><td>AMBER</td></tr> <tr> <td><b>Previous Period:</b></td><td>AMBER</td></tr> </table> | <b>This Period:</b> | AMBER | <b>Previous Period:</b> | AMBER |
| <b>This Period:</b>                | AMBER  |                     |       |                         |       |
| <b>Previous Period:</b>            | AMBER  |                     |       |                         |       |

### Workstream C - Project Update:

#### LTCP

The Transport and Connectivity Plan elements of the Workstream Project have now been replanned to take account of the delay to the release of the DfT (Department for Transport) Guidance as outlined in the previous Highlight Report and Change Request. The guidance is due to be released by the end of 2022 which pushes the completion date for this part of the Project to June 2023. It is worth noting that at the time of writing (20/12/2022) guidance has still not been released.

Key Milestones for this element of the Project are as follows:

| Task Description   | Dates           |
|--|-----------------|
| Redraft following DfT Guidance Release                         | Jan/Feb 2023    |
| Drafts to LSM and TIC (Transport and Infrastructure Committee) | March 2023      |
| Amendments to Draft following LSM/TIC                          | April/May 2023* |
| Sign Off and Publish   | June 2023       |

\*Incorporates Pre-Election Period

#### Bus Strategy

The Draft Bus Strategy is almost ready to go out to consultation and this is currently planned for w/c 9 January 2023. The consultation will run for just over a month and at the end of this period the Strategy will be amended considering relevant feedback. It will then be ready for sign-off and publication in March. Full release of the Strategy (as part of the LTCP) will be subject to the

timescales for the LTCP outlined above, which as per Issue 1 below is itself subject to the release of guidance from the Department for Transport (DfT).

### Transport Schemes Review

This element of the Project is split into two phases. Phase One, which considers current and approved Transport schemes is complete and these are now listed under a Single Project Register. Phase Two has a wider scope to review **all** schemes (i.e., approved, part-completed, delayed, potential etc.) and to consider an approach to prioritising these schemes and ensuring that roles and responsibilities across the CA and its delivery partners are clearly defined.

To avoid scope creep, clarity is sought around the deliverables/outputs that are expected for this Review. This follows discussion about the prioritisation of schemes during/following the Review and whether this was the responsibility of the Workstream Project Team. It is felt that the Workstream should provide a *Framework against which schemes could be assessed/prioritised* but that it should not be the Workstream's responsibility to prioritise the transport schemes.

### Future of the Business Board

The planned Workshop held by Metro Dynamics took place on 07/12/2022 with Business Board and CA Board to consider the future role of the Business Board. The outputs from the workshop are being considered and will be consolidated into an Options Paper for consideration by the CA Board in January (timescales/meeting plans permitting).

The Project status remains at Amber as the current target completion date of 31/01/2023 will not be met. A Change Request has previously been submitted to address this and once approved the RAG rating may return to Green but is still dependent on the release of DfT guidance.

### Workstream C: CEX Lead (Jo Lancaster) Comments:

There should be time to review the Business Board Options Paper that will be produced by Metro Dynamics by senior officers and project staff. This is so we can be assured that the work meets the brief but also so that we can carefully consider the impact on the broader CA, its improvement agenda and governance reviews, and consider fully the next steps to make sure that the foundations for the implementation/transition phase are clearly defined when Board are asked to consider the proposals.

Local Planning Authorities are concerned about the delay to the release of the LTCP and how this will impact their Local Transport Plans. Although it is understood that this is out of the control of the CPCA as we await guidance from the DfT, we should maintain ongoing contact with local transport representatives and colleagues to consistently communicate, reassure, collaborate, and understand the consequences of the continued delay.

Although release of guidance from the DfT is due imminently, this should be closely monitored as part of these ongoing monthly discussions to ensure that we can appropriately address and mitigate any further delays from the DfT.

### Workstream C - Key Milestones/Activities this Period:

|   |  |
|---|--|
| 1 | LTCP elements of Project now replanned   |
| 2 | Bus Strategy ready for Consultation  |
| 3 | Metro Dynamics Workshop with Business Board and Combined Authority Board Members |

| Workstream C - Key Milestones/Activities Planned for Next Period: |   |  |
|---|---|--|
| 1   | Review DfT Guidance and Begin Redraft of LTCP   |  |
| 2   | Bus Strategy out to Consultation  |  |
| 3   | Business Board Options Paper Development and Presentation via Workshop  |  |
| 4   | Draft Final Recommendations Re-Business Board   |  |
|   |   |  |
| Workstream C - Project Issues:                                    |   |  |
|   | Issue Description   | Mitigation   |
| 1   | The final LTCP will not be ready for approval by the agreed Workstream completion date due to delayed release of DfT Guidance   | The LTCP has been drafted considering emerging strategies and policies from the DfT so it is highly likely that the Local Plan will mostly satisfy the requirements of the guidance once released. It should therefore require minimal amendment which in turn should reduce the potential for further delay. Also, continue to monitor DfT website and updates etc. For guidance release. A Change Request has been raised to push the completion date back to June 2023. |
|   |   |  |
| Workstream C - Project Risks:                                     |   |  |
|   | Risk Description  | Mitigation   |
| 1   | There is a risk of scope creep regarding the outputs required for the Transport Review element of the Project. This is related to prioritisation of schemes and whether this is the responsibility of the Workstream to prioritise or simply provide a framework against which schemes can be assessed/prioritised.   | Seek clarity on the expected deliverables for this element of the workstream.  |
| 2   | There is a risk that there is not enough staff capacity to achieve the desired outcomes by the agreed dates. This is particularly acute for the Transport elements. For instance, Phase Two of the Transport Schemes Review, although to be undertaken by the CA's Auditors (RSM) cannot commence until February due to capacity issues. Additionally, delays to the DfT guidance release, impacts other planned work for staff within the CA Transport Team. | Continually monitor plans and progress from RSM via the CAs Transport Consultant.<br><br>Review the amount of effort required to redraft the LTCP once the DfT guidance has been released and seek additional resource if needed.  |
|   |   |  |
| Workstream C Report Completed By:                                 |   | P Tonks, S Clarke, J Lancaster   |
| Completion Date:  |   | 05/01/2023   |

## Workstream D

**Project Description:**

To 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

**Project Outcomes:**

**D1** - The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding.

|                                  |               |
|----------------------------------|---------------|
| <b>Workstream Sponsor:</b>       | Robert Emery  |
| <b>Project Manager/s:</b>        | Peter Tonks   |
| <b>CEX Lead:</b>                 | Liz Watts     |
| <b>PMO Support:</b>              | Heidi Quigley |
| <b>Agreed Completion Date:</b>   | 31/01/2023    |
| <b>Forecast Completion Date:</b> | 31/03/2023    |

|                                    |                         |       |
|------------------------------------|-------------------------|-------|
| <b>Reporting Period:</b>           | 01/12/2022 – 23/12/2022 |       |
| <b>Workstream D Project Status</b> | <b>This Period:</b>     | AMBER |
|                                    | <b>Previous Period:</b> | AMBER |

**Workstream D - Project Update:**

A first draft of the strategic review and options is currently being considered by the Project Team and Financial Management Team. Before the Review and Options can be completed, there are some outstanding queries and actions that are required to be finished first, including the options around a Bid Function/Bid Management and decisions related to interdependent Workstreams (see Risk 3 below).

A workshop to consider current processes and options for a co-ordinated bid function has been arranged for 16/01/2023. This will help the CA to understand best practice and begin to develop principles and processes behind the bid function. All Constituent Councils have confirmed attendance. The workshop will also include representatives from other workstreams to address some of the issues raised around interdependencies and to build valuable relationships moving forward.

The Project status remains at Amber as the current target completion date of 31/01/2023 will not be met particularly in relation to the Bid Function. A Change Request has previously been submitted to address this and once approved the RAG rating can return to Green.

**Workstream D: CEX Lead (Liz Watts) Comments:**

It would be useful to share the Draft Strategic Review and Options Paper with CEXs to ensure they are fully sighted on this.

In terms of the Bid Workshop, all councils are now planning to attend, and this should provide a good basis upon which to build an effective bid function. However, we should not over-engineer this. Solutions should be streamlined and focussed to address the issues that come out of the workshop. Key outcomes or deliverables for the workshop could be; 1) A dynamic list of approved 'pipeline projects' so that we are able to react quickly when/if unexpected funding becomes available; 2) A central bid writing function that is able to provide experience to Constituent Councils

who do not have this capacity or expertise; 3) A set of parameters or memorandum of understanding that clearly outlines any procedures to be followed and under what circumstances the bid writing function might become involved, and this may differ between organisations. Specific solutions and outputs will be driven by the workshop.

#### **Workstream D - Key Milestones/Activities this Period:**

|          |  |
|----------|--|
| <b>1</b> | First Draft of Strategic Review Document   |
| <b>2</b> | Research and Consideration of Bid Function/Coordinator Role  |
| <b>3</b> | Workshop arranged for mid-January with appropriate representatives from Constituent Councils (nominated by Chief Execs) to understand best practice and begin to develop principles and processes behind the bid function. |

#### **Workstream D - Key Milestones/Activities Planned for Next Period:**

|          |   |
|----------|---|
| <b>1</b> | Continued review, challenge, and feedback on draft Strategic Review Document  |
| <b>2</b> | Completion of Strategic Review  |
| <b>3</b> | Bid Function Workshop to be prepared and held   |
| <b>4</b> | Agree funding (and funding sources) required for the Bid Function (Co-Ordination Role) and ensure included in relevant budget(s) where possible |
| <b>5</b> | Review of Workshop Outcomes – Begin to build action plan for Bid Function   |

#### **Workstream D - Project Issues:**

|          | <b>Issue Description</b>   | <b>Mitigation</b>   |
|----------|--|---|
| <b>1</b> | Work on the bid function element has not yet started and could take up to 3 months to complete, meaning we will not meet the agreed project completion date. | Identify and prioritise key tasks that will allow the 'as-is' analysis work to begin first to gain an understanding of what we currently have across the CA and Constituent Councils allowing us to identify requirements as a minimum viable product. A Change Request has been raised to push the completion date back to March 2023. |

#### **Workstream D - Project Risks:**

|          | <b>Risk Description</b>  | <b>Mitigation</b>   |
|----------|--|---|
| <b>1</b> | Greater clarity is needed regarding the dependencies between workstreams. Although initial critical path work was useful it is felt that more detail is required.  | The Critical Path is due to be reviewed by the Programme Manager and Governance to simplify. The new process for Highlight Reporting should also give a more holistic view of the wider programme and progress in other workstreams.  |
| <b>2</b> | There is a risk that Constituent Councils may not be accepting of the review of the bid function if its conclusions are a 'Centralised/Coordinated Bid Function'. It may be seen as a threat to autonomy/income streams. | The Analysis piece of work that is central to this part of the project must be undertaken professionally and tactfully. All stakeholders must be identified so that they can be engaged effectively and provide valuable input. Representatives from all Constituent Councils have been invited to an initial 'Discovery' Workshop to be held on 16/01/2023 |

|  |  |   |
|--|--|---|
|  |  |   |
| 3  | There is a risk that the Strategic Review Document cannot be finalised until key priorities for the CA have been agreed and confirmed as part of other Workstreams (particularly A and C). | The new process for Highlight Reporting should give a more holistic view of the wider programme and progress in other workstreams. Also, the bid function should allow for a more dynamic process meaning that as priorities become apparent there can be a more targeted approach to securing funding. Additionally, the Initial 'Discovery' Workshop to be held on 16/01/2023 will be attended by representatives from some of the other Workstreams. |
|  |  |   |
| <b>Workstream D Report Completed By:</b> |  | <i>P Tonks, R Emery, L Watts</i>  |
| <b>Completion Date:</b>                  |  | <i>04/01/2023</i>   |



## Workstream E

### Project Description:

To design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities.

### Project Outcomes:

**E1** - The PMO has refreshed Terms of Reference for the Programme Management Office (PMO) including a resource plan that matches its enhanced role in the organisation

**E2** - A robust and effective performance management framework is in place

**E3** - The organisation has a comprehensive Risk management process embedded in the corporate governance framework.

**E4** - Corporate Project Management regime and culture embedded across the CA.

**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.

|  |                         |                         |
|--|-------------------------|-------------------------|
| <b>Workstream Sponsor:</b>             |                         | Jodie Townsend          |
| <b>Project Manager/s:</b>              |                         | Nathan Bunting          |
| <b>CEX Lead:</b>                       |                         | Paul Medd               |
| <b>PMO Support:</b>                    |                         | Thomas Farmer           |
| <b>Agreed Completion Date:</b>         |                         | 31/01/2023              |
| <b>Forecast Completion Date:</b>       |                         | 31/01/2023              |
|  |                         |                         |
| <b>Reporting Period:</b>               |                         | 01/12/2022 – 23/12/2022 |
| <b>Workstream E<br/>Project Status</b> | <b>This Period:</b>     | AMBER                   |
|  | <b>Previous Period:</b> | AMBER                   |

### Workstream E - Project Update:

A meeting between the Project Lead, CEX Lead, and the Improvement Project Programme Manager led to agreement that there should be a reprofiling and restructuring of the activities in workstream E. The development of work in other workstreams, particularly workstream A and B, have identified additional focus that can be applied to workstream E as well as a need to reorder existing workstream E outcomes.

The proposed reprofiling aims to consider the need for a refreshed Assurance, Performance and Risk Framework (3 separate frameworks) and associated content, lifecycle etc in line with the new organisational values and operating principles of the CA (developed in workstream A), prior to understanding the corporate requirements within the Programme Office.

A proposed restructure has been drafted as part of a [change request](#) and is subject to approval by the Improvement Group on 03 January. Therefore, the workstream remains amber, but if approved may move to green next month.

Risk Management training plan has been agreed with our auditors, and we remain on target to resolve audit actions by early next year. An Orange Book Risk Management Framework

structure has been drafted and our auditors will be taking this project forward and developing the finished product.

A scoping document for the Performance Management Framework has been developed, this needs to be agreed internally prior to allocating chapters to different areas of the organisation.

Project Software IT specialist has been chosen and specification is in draft - ready to go to procurement in late January.

Paper detailing new SharePoint / Teams Site was agreed at PARC, next steps are for the IT specialists to be procured in January, followed by consultation with areas via champions, training, data transfer and then go live in May 23.

PARC papers on the Programme Office plan for corporate accreditation and for capturing and embedding lessons learned have been drafted ready for January PARC.

#### **Workstream E: CEX Lead (Paul Medd) Comments:**

A meeting was held with Paul Medd on 9/12 to update on progress. Paul signalled he was content with progress and noted and supported the need for a reprofile of the workstream.

#### **Workstream E - Key Milestones/Activities this Period:**

|   |   |
|---|---|
| 1 | Scoping document for Performance Framework complete   |
| 2 | Risk Management Strategy first draft complete and being reviewed by auditors                            |
| 3 | Risk management training plan complete and agreed with auditors   |
| 4 | IT specialists appointed for project software and new SharePoint structure - specification in progress. |
| 5 |   |

#### **Workstream E - Key Milestones/Activities Planned for Next Period:**

|   |  |
|---|--|
| 1 | Corporate accreditation and lessons learned papers taken to PARC                               |
| 2 | Project software and SharePoint structure specifications finalised, and procurement begins     |
| 3 | Performance Framework scoping document agreed internally, and chapter action owners allocated. |
| 4 | Risk Management Framework progress continuing with auditors                                    |
| 5 | Work on Assurance Framework and identifying areas for revision begins                          |

#### **Workstream E - Project Issues:**

|   | <b>Issue Description</b>                 | <b>Mitigation</b>       |
|---|--|-------------------------|
| 1 | Project delays beyond original timescale | Change request has been |

|  |   |  |
|--|---|--|
|  |   | produced, and have re-baselined the dates  |
| 2  | Structure of workstream not currently fit for purpose   | As above   |
| <b>Workstream E - Project Risks:</b>     |   |  |
|  | <b>Risk Description</b>   | <b>Mitigation</b>  |
| 1  | Timing risk Performance Framework   | Work through programme plan, meetings schedular and critical path to find a way of delivering at the best pace |
| 2  | Performance and Assurance Framework dependencies leading to delays. Dependencies with: <ul style="list-style-type: none"> <li>- Investment Committee proposal</li> <li>- workstream D future funding approach to bids</li> <li>- Workstream B Governance Framework</li> <li>- Workstream A specific strategic fit criteria</li> </ul> | Monitor progress on other workstreams and feed in early work to a draft Performance and Assurance Framework    |
| 3  | Funding not available for strengthened corporate mandate for PMO  | PMO having discussions with finance and aligned to the budget timescales                                       |
|  |   |  |
| <b>Workstream E Report Completed By:</b> |   | <i>Nathan Bunting, Jodie Townsend</i>  |
| <b>Completion Date:</b>                  |   | 5/1/23   |

| Workstream F  |                         |                         |
|---|-------------------------|-------------------------|
| <b>Project Description:</b><br>To map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation.   |                         |                         |
| <b>Project Outcomes:</b><br>F1 - The Combined Authority performs a demonstrable role in advocacy for the region.  |                         |                         |
| <b>Workstream Sponsor:</b>  |                         | Jon Alsop               |
| <b>Project Manager/s:</b>   |                         | Peter Tonks             |
| <b>CEX Lead:</b>  |                         | Stephen Moir            |
| <b>PMO Support:</b>   |                         | Heidi Quigley           |
| <b>Agreed Completion Date:</b>  |                         | 31/01/2023              |
| <b>Forecast Completion Date:</b>  |                         | 31/03/2023              |
|   |                         |                         |
| <b>Reporting Period:</b>  |                         | 01/12/2022 – 23/12/2022 |
| <b>Workstream F<br/>Project Status</b>  | <b>This Period:</b>     | AMBER                   |
|   | <b>Previous Period:</b> | GREEN                   |
| <b>Workstream F - Project Update:</b><br><br>Work continues to identify and document best practice and the key elements, tasks and outputs associated with an effective Public Affairs (PA) and Communications and Engagement (C&E) Function. This is being undertaken alongside a structured gap analysis methodology to understand the key skills, capacity and processes needed to achieve the identified outputs against the skills, capacity and processes that already exist/are available to the CA.<br><br>From January the findings of this gap analysis will be reviewed and collated, and the Project will begin to develop an Outline PA/C&E Strategy and Action Plan so that we have the basis to enable the creation of a dynamic, robust, and effective PA/C&E function.<br><br>The project status is now considered to be Amber. The workstream is currently on track to deliver the gap analysis that will inform the Strategy and Plan by the agreed completion date. However, the dependencies with other workstreams (particularly Workstream A - the approval of the Corporate Plan being considered at Board in January) mean that a delay is inevitable, and it is now considered that a draft Strategy and Plan prepared consideration by the Combined Authority Chief Executives' will not be complete until the end of March 2023.<br><br>In terms of mitigating the impact of this delay, some operational work has already been undertaken within the Communications Team and progress is already underway to address some of the gaps identified, including staff recruitment to fill identified skillset gaps and the procurement of Public Affairs/Stakeholder Management Software.<br><br>The CEX Lead has considered and endorsed the revised timeline and a change request will be prepared for approval. |                         |                         |

**Workstream F: CEX Lead (Stephen Moir) Comments:**

Having scrutinised the detailed work undertaken on the gap analysis; I am reassured that progress has been made with this workstream.

The revised completion date reflects the interdependency with other workstreams and therefore the adjusted to the RAG rating is appropriate.

I have recommended to the CA Workstream Sponsor that the gap analysis and associated work is shared more widely with the constituent Chief Executives,' once completed, and have advised that as part of the gap analysis, the exemplars and functions of best practice should be evidenced more clearly.

**Workstream F - Key Milestones/Activities this Period:**

|   |  |
|---|--|
| 1 | PA capacity, skills, and processes 60% mapped                                  |
| 2 | Communications and Engagement (C&E) capacity, skills, and processes 30% mapped |

**Workstream F - Key Milestones/Activities Planned for Next Period:**

|   |  |
|---|--|
| 1 | Undertake Gap Analysis                                     |
| 2 | Develop Outline Strategy                                   |
| 3 | First Draft Action Plan                                    |
| 4 | Engagement Sessions with Stakeholders to be Organised/Held |

**Workstream F - Project Issues: None**

|   | Issue Description | Mitigation |
|---|-------------------|------------|
| 1 |                   |            |
| 2 |                   |            |
| 3 |                   |            |

**Workstream F - Project Risks:**

|   | Risk Description   | Mitigation   |
|---|--|--|
| 1 | There is a risk that even with an effective PA/C&E Function, the outcome of performing a demonstrable role in advocacy for the Region will not be met if the overarching strategy coming out of Workstream A does not align or is not appealing/influential enough to support the PA/C&E Function. | Work closely with Workstream A representatives to ensure key messages can support an effective PA/C&E Function.  |
| 2 | There is a risk that current and future Central Government drivers for investment will be misinterpreted, misunderstood, or simply missed if the PA/C&E Function is not embedded within the Bid Process/Function.  | Ensure these elements are incorporated into the PA/C&E Function to monitor potential new funding streams and drivers. Make use of monitoring software and links that are available. Ensure links to Workstream D are properly utilised, particularly aligning the PA/C&E Function to a potential 'Bidding Function'. |
| 3 | There is a risk that inconsistent messages being delivered by different Constituent Councils, CA Board and the Mayoral Office will result in mixed messages being  | Ensure that the PA/C&E Function clearly defines what messages and therefore influence is appropriate for scenarios i.e., define when a CPCA led message/brief is   |

|  |   |  |
|--|---|--|
|  | portrayed. This will undermine the effectiveness of the PA/C&E Strategy/Plan.   | appropriate and when a LA led message/brief is appropriate.  |
| 4  | There is a risk that Constituent Authorities and Business Partners will not make best use of a PA/C&E function and will not portray the CA as a unified and committed entity, this will also impact upon the CAs Leadership role.                               | Ensure that relevant agencies and partners are included in Project Communications so that awareness and use of the PA/C&E Function is addressed from the outset. Ensure clearly defined processes are embedded throughout to monitor and control the flow of information inwards and outwards. Engage with CEXs from Constituent Councils to ensure these processes are embedded and an efficient and consistent information exchange between the CA and Constituent Councils. |
| 5  | There is a slight delay to the initial gap analysis due to staff sickness. Any further delays (e.g., further/new staff capacity issues) will mean that the Outline Strategy and Action Plan will not be completed in time to meet the current project deadline. | Monitor closely and if work on gap analysis does not progress accordingly then raise CR for date change.   |
|  |   |  |
| <b>Workstream F Report Completed By:</b> |   | <i>P Tonks, J Alsop, S Moir</i>  |
| <b>Completion Date:</b>                  |   | <i>06/01/2023</i>  |