



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.2

Improvement Plan Update

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	30 November 2022
Public report:	Yes
Lead Member:	Deputy Mayor Councillor Anna Smith
From:	Angela Probert, Interim Director of Transformation Programme
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the progress made against the actions set out in the CPCA Improvement Plan for October.b) Note the development of arrangements for the Independent Improvement Board.
Voting arrangements:	<p>A simple majority of Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 To share with the Board an update on the progress made against identified actions set out in the Improvement Plan, agreed by Board in October 2022.
- 1.2 To update the Board on the development of arrangements for the Independent Improvement Board agreed in October 2022.

2. Background

- 2.1 The Board in October accepted the assessment by the Chief Executive and agreed the Improvement Plan to address key issues raised.
- 2.2 The improvement plan set out six key themes:
 - A. 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
 - B. Implement a comprehensive reset of ways of working and align the policy development and pre-Board processes to support this
 - C. 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
 - D. 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
 - E. Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities
 - F. Map the approach, capacity and arrangements needed to build effective public relations and influencing delivery operation
- 2.3 It also set out key deliverables over a three-month period and what might be different as a result of the activity undertaken.
- 2.4 Members of the Executive Team were identified as leads for the themes set out in 2.2 above and Chief Executives from constituent authorities have been attached to each theme to provide support and challenge.
- 2.5 The establishment of the Independent Improvement Board was also agreed, and this report provides an update on this in paragraph 4.

3. Improvement Plan progress report October 2022

- 3.1 Attached as Appendix 1 is the Programme Highlight report for the overall programme and delivery against agreed outcomes for each theme.

3.2 Key high-level progress across the programme over October is set out below:

3.2.1 **Theme A - 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:**

- A mapping exercise to identify all existing Board approved strategies and agreed priorities and objectives was completed in October.
- Engagement with the Mayor has taken place to outline the mayoral policy agenda priorities for the rest of the current term.
- A workshop with staff took place on 1 November where the outline proposal was shared. Input was sought as part of a broader engagement plan.
- Output from the staff survey on values and behaviours has commenced.
- The staffing structure for the Chief Executives team and support for the Mayor has been agreed and recruitment commenced.
- The executive team senior structure has been agreed and job descriptions drafted.

3.2.2 **Theme B - Implement a comprehensive reset of ways of working and align the policy development and pre-Board processes to support this:**

- Review of Governance conclusions regarding Board and Committee ways of working and CPCA Devolution Deal.
- Review of scheme of delegations undertaken.
- Member friendly report template developed (now being tested with Members).
- Revised arrangements for meeting cycle and forward plan proposed to Executive Team.
- Options for transitional committee structure developed – Lead Member for Governance engaged on early proposals.
- Initial steering committee proposals to support transitional committee structure developed.
- Engagement session with Lead Member for Governance and Statutory Deputy Mayor undertaken arrangements being made to engage Mayor.
- Discussions with A&G and O&S Chairs regarding improvement focused work programmes for 22/23 undertaken.
- Meeting with CEX lead to establish support moving forward and seek feedback on initial committee structure thoughts.

3.2.3 **Theme C - 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:**

- Work underway to take initial Bus Strategy, updated plan and framework to Transport and Infrastructure Committee (TIC) in November 2022 then to CA Board for approval at the end of November 2022.

- LTCP workshop meeting with TIC members and Leaders held on Friday 11th November. This was a significant milestone in the development and revision of the Plan allowing Members to outline which planning tools should be incorporated in the revised document. Rewriting sections of the LTCP (reflecting on consultation feedback) are currently underway.
- Metro Dynamics has been commissioned to do a Business Board review, and the results of this review are due imminently. Metro Dynamics were also asked to undertake a deeper dive into the future role and function of the Business Board, and this is due in December.

3.2.4 Theme D - 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:

- The impact of funding changes has been fully explored with the CA Board, Leaders Strategy Meeting and relevant committees for the 2023/24 business planning process to develop the medium term financial plan (MFTP).
- Consideration is being given to the development of a “bid” team. The purpose of which would be to understand why bids and submissions have “failed” in the past to ensure that lessons are learned.
- A review of existing funding streams and wider financial freedoms has been carried out to identify current and potential opportunities for future funding. These have been assessed for impact, value and likelihood.

3.2.5 Theme E - Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities:

- Refreshed terms of reference drafted for officer review in November.
- Scoping of Performance Management framework commenced. An officer workshop chaired by the workstream lead will be held in November ahead of drafting a revised Framework.
- Implementation of the Risk Pathfinder Review (also a key priority within the review of governance) is underway with 4/9 actions now completed.
- Corporate Risk Management training and risk appetite assessment to be developed. This includes workshops with Executive Team and A&G Committee members which have been scheduled for December – the proposals to then be shared with CPCA Board members. Risk management training for the wider CPCA organisation and CPCA Subsidiary will also be set up.
- Procurement for the Performance Management software procurement is underway following successful soft market testing exercise in October. Three suppliers have registered interest in the tender exercise. The formal procurement exercise will begin in December with CPCA procurement already engaged.
- A research exercise is underway with regards to implementing a more efficient system for collation and presentation of performance information for the organisation and partners, leading to a draft performance management framework.
- The PMO terms of reference are being updated to reflect an enhanced corporate mandate including M&E, training etc. To scope these, a gap analysis is currently being produced.

3.2.6 Theme F - Map the approach, capacity and arrangements needed to build effective public relations and influencing delivery operation

- Work continues on mapping the approach, capacity and arrangements needed to support an effective public-relations and influencing operations by end of November
- A Plan-on-a-Page has identified three phases to build effective public relations and influence operational delivery across the mayoral term
- Engagement with different stakeholders, including the Local Government Association (LGA), to help identify best practice has taken place.
- Workstream sponsor shared his view on the purpose of the CA, the importance of a single narrative for 'place' and key messages we need to communicate.
- Contact with other stakeholders and exemplars of good practice will continue during early November

3.3 Key programme risks and dependencies and how they will be addressed are set out in the table below:

3.3.1

Work-Stream A	Not reaching consensus on overarching vision Mitigation: Ensure communication and engagement plan is in place
Work-Stream B	That the actions once completed do not sufficiently encourage or drive the cultural improvements required. Mitigation: will be the ownership of these by the chief execs group and Board which will then flow down through the organisation(s)
Work-Stream C	There is a risk that the LTCP will not align with the DfT's final guidance and will therefore not be fit for purpose. Mitigation: Continue to monitor the release of DfT's final guidance along with any other key messages that are available from the DfT and other relevant partners/organisations.
Work-Stream D	The income workstream has significant interdependencies and impacts with other workstreams. There is a risk that a lack of transparency and communication across the workstreams will negatively impact the efficacy of the outcomes related to income. Mitigation: Ensure continued and reliable communication between workstreams and the wider CA via effective Engagement Planning.
Work-Stream E	There is a risk that due to the amount of consultation required, and dependencies involved, that the Performance Management Framework and Assurance Framework are not delivered to the agreed timescales. Mitigation: Work through programme, meetings scheduled and critical path to find a way of delivering at the best pace whilst still ensuring effective consultation.
Work-Stream F	There is a risk that even with an effective PR 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 is not fit for purpose i.e., the underlying key messages are not appealing/influential enough to support the PR Function. Mitigation: Work closely with Workstream A representatives to ensure key messages can support an effective PR Function.

- 3.3.2. The External Auditor and DLUHC have set out clearly the expected focus for improvement. It is important that the CA can demonstrate its commitment to improve and also the progress it is making on this journey so more formal interventions are not put in place; the unfreezing of future funding is dependent on this.
- 3.4 Also to note:
 - 3.4.1 The overarching governance arrangements for the Improvement Plan have been put in place.
 - 3.4.2 Additional programme management resources have been secured to support the overall programme delivery arrangements and reporting; being funded from the Transformation Fund agreed by Board in July 2022.
 - 3.4.3 A critical path for key decisions and engagement activity has been developed to ensure a structured and integrated approach to delivery of all six themes.
 - 3.4.4 Chief Executives from constituent authorities have begun to provide support and challenge to the improvement activity through active engagement as a group and as individual theme links.
 - 3.4.5 The Local Government Association, Department for Business, Energy and Industrial Strategy, and Department for Levelling Up, Housing and Communities are updated on progress on a regular basis.
 - 3.4.6 Briefings to staff on progress are undertaken on a weekly basis and more structured engagement is in place to support the development and delivery of identified activities, for example the drafting of the overarching vision, priorities and values.

4 Independent Improvement Board

- 4.1 Following the establishment of the Independent Improvement Board (IIB) discussion has taken place with the Chair, Lord Kerslake regarding the establishment of the Board and the induction for its members. Lord Kerslake has written to all stakeholders and a date for the induction day for members of the IIB has now been set for 17 January 2023.
- 4.2 Arrangements for the induction day are being finalised and details will be confirmed with members of the Combined Authority Board over the next few weeks.
- 4.3 The Chair, Lord Kerslake is to meet with external stakeholders prior to the induction day.
- 4.4 A SharePoint site has been set for IIB members to give them access to key documents and reports.

Significant Implications

5. Financial Implications

- 5.1 The Board approved funding of up to £750k in July 2022 from the Programme Response Fund with delegated authority to the Interim Chief Executive to support the scope, development and delivery of work relating to improvement activity.

6. Legal Implications

- 6.1 An Action Plan in response to the recommendations of the external auditor, was agreed by the Board following the report of the Interim CEO. At the time of writing this report, all of the relevant recommendations of EY are being responded to and regular updates is provided to this board to provide a progress report as to delivery. This will assist the Authority to comply with its best value considerations.

7. Public Health Implications

- 7.1 None

8. Environmental and Climate Change Implications

- 8.1 None

9. Other Significant Implications

- 9.1 None

10. Appendices

- 10.1 Appendix 1 – Highlight report – Overall improvement programme October 2022

11. Background Papers

- 11.1 [July CA Board - Item 4.1 - Improvement Framework](#)
- 11.2 [Independent Review of Governance](#)
- 11.3 [External auditor's letter - 1 June 2022](#)
- 11.4 [CA Board 19 October 2022 - Item 2.1 - Chief Executive's diagnosis - Improvement Framework](#)