



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

OVERVIEW & SCRUTINY COMMITTEE

Date: Monday, 19 June 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance
Monitoring Officer

11:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Fenland District Council
[Venue Address]

AGENDA

Open to Public and Press

- 1 Apologies for Absence**
- 2 Election of Chair**
- 3 Election of Vice Chair**
- 4 Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.

- 5 Public Questions**
Arrangements for asking a public question can be viewed here
- [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://cambridgeshirepeterborough-ca.gov.uk)
- 6 Minutes of the Previous Meeting**
To approve the minutes of the meeting held on 20th March 2023
OS Draft Minutes 20.03.23 **1 - 9**
- 7 Co-option of Independent Member** **10 - 12**
- 8 Delivering Scrutiny Function Report** **13 - 15**
- 9 Corporate Strategy and Business Plans O&S Report 2023-06-19** **16 - 23**
- 10 Interim Performance Framework Management Report** **24 - 29**
- 11 Improvement Framework report** **30 - 50**
- 12 Combined Authority Forward Plan**
Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest. Link to Forward Plan [Document.ashx \(cmis.uk.com\)](#)
- 13 O&S Draft Work Programme Report** **51 - 58**
- 14 Date of next meeting:**
Monday, 24th July 2023 at Civic Suite, Pathfinder House,
Huntingdonshire District Council

The Overview & Scrutiny Committee comprises the following members:

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

| |
|---|
| <p>The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and</p> |
|---|

encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Councillor Michael Atkins

Councillor Andy Coles

Councillor Lorna Dupre

Councillor Mark Goldsack

Cllr Geoff Harvey

Councillor Martin Hassall

Councillor Anne Hay

Councillor Amjad Iqbal

Councillor Alex Miscandlon

Councillor Jon Neish

Councillor Richard Robertson

Councillor Alan Sharp

Cllr Simon Smith

Councillor Aidan Van de Weyer

| | |
|------------------|--|
| Clerk Name: | Anne Gardiner |
| Clerk Telephone: | |
| Clerk Email: | anne.gardiner@cambridgeshirepeterborough-ca.gov.uk |



CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE

DRAFT MINUTES

Date: Monday, 20 March 2023

Time: 11.00

Location: Bourges Viersen Rooms, Town Hall, Peterborough

Members Present:

| | |
|---------------------------|---------------------------------------|
| Cllr L Dupre (Chair) | East Cambridgeshire District Council |
| Cllr A Sharp (Vice-Chair) | East Cambridgeshire District Council |
| Cllr J Neish | Huntingdonshire District Council |
| Cllr M Hassell | Huntingdonshire District Council |
| Cllr M Atkins | Cambridgeshire County Council |
| Cllr M Goldsack | Cambridgeshire County Council |
| Cllr J Gawthroe Wood | Cambridge City Council |
| Cllr G Harvey | South Cambridgeshire District Council |
| Cllr A Coles | Peterborough City Council |
| Cllr A Hay | Fenland District Council |

Officers:

| | |
|-----------------|---|
| Reena Roojam* | Head of Legal and Deputy Monitoring Officer |
| Jodie Townsend* | Governance Improvement Lead |
| Angela Probert* | Interim Programme Director, Transformation |
| Anne Gardiner | Statutory Scrutiny Officer |
| Joanna Morley | Interim Governance Officer |

*denotes attendance via Zoom

1. Apologies for absence

- 1.1 Apologies were received from Cllr Miscandlon, Cllr Smith and Cllr Robertson. Cllr Gawthroe Wood attended as Cllr Robertson's substitute.

2. Declarations of Interest

- 2.1 No declarations of interest were made.

3. Minutes of the Previous Meeting and Action Log

- 3.1 The minutes of the meeting held on 23 January 2023 were approved as a correct record and the Action Log was noted.

4. Public Questions

- 4.1 There were no public questions.

5. Improvement Framework

- 5.1 Angela Probert, Interim Programme Director for Transformation introduced the report which provided the Overview and Scrutiny Committee with an opportunity to undertake pre-scrutiny of the Improvement Highlight report going to Board on the 22 March 2023.

- 5.2 During discussion the following points were noted:

- a. Since the publication of the report Lord Kerslake, Chair of the Independent Improvement Board (IIB) had resigned from his post with immediate effect due to ill health. Julie Spence, Deputy Chair had stepped up and would take the lead until a new Chair was appointed.
- b. The purpose of the informal officer groups referenced in 3.2.3 of the report was initially to create a two-way process between CA officers and CA constituent council officers in order that information could be shared with Members. It was intended that this would include scrutiny committee members as well as those members of the thematic committees but moving forward this could be looked at so that the link with scrutiny was strengthened.
- c. External Auditors had, in their letter to the Chief Executive on 8 February 2023, recognised the pace at which the Authority had acted to get to the position they had with the Improvement Plan. The Auditors felt that it was too early to conclude whether the Improvement Plan would bring about the level of change that was required but that it was clear that a number of the building blocks had firmly been put in place.
- d. Members were disappointed that some material referenced in the report had not been circulated to the whole Committee and also that the listed background papers were not included as hyperlinks.
- e. Members queried whether the green and green/amber ratings assigned to workstreams B and C were premature given that initial completion dates had not been achieved, revised dates had not yet been reached, and two of the critical outcomes, B6 and B8, could not yet be assessed.
- f. Workstream B had been delayed because reports that were scheduled to go to the Board in January were not presented due to the length of the agenda and so were rescheduled for the March meeting.
- g. Government Guidance from the Department for Transport had been continually delayed but the Workstream C Project members had taken the decision to continue the pace of work on the Local Transport and Connectivity Plan (LTCP) to meet the forecasted completion date.
- h. Officers would be reporting to the Department of Housing, Levelling Up and Communities (DHLUC) on the specific key areas of focus identified by the Best Value Notice and as outlined in Paragraph 5.3 of the report.

RESOLVED:

1. That the February Improvement Highlight Update to the Combined Authority Board on 22 March 2023 be considered and noted.

ACTIONS:

1. The Governance Officer to circulate to all members of the Committee the letter from Ernst Young sent to the Chief Executive in regard to the Authority's response to the Auditor's identification of a significant weakness in Value for Money arrangements.
2. The Interim Programme Director to send an update to the Committee to address the points raised in the meeting and provide more detail on the following:
 - Transport Schemes
 - IT and software requirements
 - Communications and the building of an effective public relations and influencing delivery operation.

6. Delivering the Overview and Scrutiny Function

- 6.1 Jodie Townsend, Improvement Lead introduced the report which presented Overview and Scrutiny members with an information pack to help inform the discussion on how to deliver the function moving forwards.

During discussion the following points were noted:

- a. Scrutiny Members already had enhanced access rights to information but it was suggested that an Access to Information Protocol be developed, and included in the Constitution, in order to formalise expectations.
- b. The changes outlined for the CPCA's Business Board (it's version of a Local Enterprise Partnership (LEP)) was consistent with the Government guidelines which expected that LEPs become more strategic bodies.
- c. Members felt that the processes around the Committee's work, including the access to information, open channels with officers, and the relationship between Scrutiny and the new thematic committees, needed to be strengthened before the Committee could agree a new structure.
- d. Members wanted to explore the different scrutiny arrangements at other Combined Authorities and what the benefits and negatives of each approach were.
- e. Greater Manchester Combined Authority had moved to a single scrutiny committee to enable them to be more flexible and responsive.
- f. Some Combined Authorities had deemed their scrutiny members to be co-opted members in order to pay them an allowance.
- g. To consult further with Members it was suggested that a workshop be held after the new Committee membership had been confirmed but before the first meeting of the new municipal year, scheduled for 19 June, in order that a recommendation for the preferred scrutiny model be put forward to that meeting.

RESOLVED:

The Committee reviewed the options put forward but resolved to defer choosing a preferred option until they had attended a workshop where more information would be provided and they could further discuss and agree the format focus and method for delivering the Overview and Scrutiny function for 2023/24 onwards.

ACTIONS:

1. The Improvement Lead to draft an Access to Information Protocol for consideration by the Committee at their next meeting.
2. The Monitoring Officer to confirm whether membership of sub-committees had to come from the existing committee membership and whether their meetings needed to be held in public.
3. The Improvement Lead and the Scrutiny officer to report on the differing scrutiny arrangements at other combined authorities and assess their pros and cons.
4. The Scrutiny Officer to circulate to the Committee the link to the Centre for Governance and Scrutiny (CFGs) report into the scrutiny function at Manchester Combined Authority.
5. The Scrutiny Officer to arrange a workshop to further discuss a preferred scrutiny model, having considered the arrangements at other combined authorities and their pros and cons, and reviewed the proposed Access to Information Protocol and other required process improvements. The workshop would be held after the committee membership for the forthcoming year had been confirmed but before the first meeting of the new municipal year.

7. Overview and Scrutiny Annual Report

- 7.1 The Chair introduced the report which presented a draft of the Annual Report of the Overview and Scrutiny Committee for 2022/23 for review and comment before submission to the Combined Authority Board.

During discussion the following points were noted:

- a. A vacancy for a new Business Board Lead Member had existed since January of this year.

RESOLVED:

That the draft report be approved subject to the agreed changes set out below:

- That it be noted in the report that Cllr Dew had been the Business Board Lead member until he had stepped down from the Committee in January.

8. Combined Authority Forward Plan

- 8.1 Cllr Van de Weyer, as Lead Member for Housing, updated the Committee on the progress of the proposed Task and Finish group to review the governance and decision making in relation to the CPCA Housing Fund. Having learnt that there were internal audit reviews being conducted in this area, the decision was taken to delay the group's work to make sure the scope of work did not overlap and would be complementary where possible. The Committee had now had sight of the draft report on the Community Land Trusts (CLTs) and also the scope of the review on the grants programme. It was also noted that discussion at the Housing Committee meeting last week had initiated the review into the Housing Loans Programme which would complete the Internal Audit's review of the whole housing work. Cllr Van de Weyer suggested that it would benefit Scrutiny's work if the Committee could be consulted on the scope of this last review. A further update on progress would be given at the next meeting.

- 8.2 Cllr Atkins, as Lead Member for Climate, directed the Committee to two items being presented to the Board at their meeting on the 22 March. The first was the Greater South-East Net Zero Hub Local Energy Advice Demonstrator Projects which was seeking final approval of the Memorandum of Understanding, and the second was the Climate Change Annual Report which tracked progress against the Climate Action Strategic Plan. Cllr Atkins advised that although several actions had been launched and the Plan currently appeared on track, many were due to be completed by May/June of this year so Scrutiny would need to continue to oversee their progress.

9. Combined Authority Board Agenda

- 9.1 Members did not put forward any questions to be asked at the CA Board meeting on 22 March 2023

10. Overview and Scrutiny Work Programme

- 10.1 The Mayor and Chief Executive had been invited to attend the first meeting of the new municipal year to discuss how the Corporate Plan and Business Plans would be delivered. Also on the agenda would be the appointment of the Chair and Vice-Chair of the Committee.

RESOLVED:

1. That the draft work programme as shown at Appendix 1 be noted.

11. Date of next meeting

Monday, 19 June 2023 at 11am.

Meeting Closed: 1.16 pm



Overview and Scrutiny Committee Action Log

Purpose: The action log records actions recorded in the minutes of Overview and Scrutiny Committee meetings and provides an update on officer responses to those outstanding.

Minutes of the Meeting 20th March 2023

| Item | Report title | Lead officer | Action | Response | Status |
|------|----------------------------------|-------------------|---|------------------------------------|--------|
| 5 | Improvement Framework | Anne Gardiner | The Governance Officer to circulate to all members of the Committee the letter from Ernst Young sent to the Chief Executive in regard to the Authority's response to the Auditor's identification of a significant weakness in Value for Money arrangements. | Circulated to members | Closed |
| 5 | Improvement Framework | Angela Probert | The Interim Programme Director to send an update to the Committee to address the points raised in the meeting and provide more detail on the following: <ul style="list-style-type: none">• Transport Schemes• IT and software requirements Communications and the building of an effective public relations and influencing delivery operation. | Ongoing | Open |
| 6 | Delivering the Scrutiny Function | Edwina Adefehinti | The Improvement Lead to draft an Access to Information Protocol for | Protocol to come to July's meeting | Open |

| | | | | | |
|---|--|-------------------|---|---|--------|
| | | | consideration by the Committee at their next meeting. | | |
| 6 | | Edwina Adefehinti | The Monitoring Officer to confirm whether membership of sub-committees had to come from the existing committee membership and whether their meetings needed to be held in public. | Monitoring Officer confirmed membership of sub-committee does need to come from the parent committee and meetings should be held in public. | Closed |
| 6 | | Jodie Townsend | The Improvement Lead and the Scrutiny officer to report on the differing scrutiny arrangements at other combined authorities and assess their pros and cons. | To be included in the information sent out for the workshop on the 13 th June 2023 | Closed |
| 6 | | Anne Gardiner | The Scrutiny Officer to circulate to the Committee the link to the Centre for Governance and Scrutiny (CFGs) report into the scrutiny function at Manchester Combined Authority. | Link circulated | Closed |
| 6 | | Anne Gardiner | The Scrutiny Officer to arrange a workshop to further discuss a preferred scrutiny model. | Workshop arranged for the 13 th June 2023 | Closed |

Minutes of the meeting 23 January 2023

| Item | Report title | Lead officer | Action | Response | Status |
|------|-----------------------|----------------|--|---|--------|
| 5 | Improvement Framework | Angela Probert | 1. The Governance officer to circulate the draft feedback to all Members for their approval before publication with the Board agenda papers. | Circulated on 23.01.23 | Closed |
| 6 | Local Transport & | Tim Bellamy | 1. Transport officers to provide members with the following: | The full consultation report that gives more information on responses provided has been circulated to Members | Closed |

| | | | | | |
|-----|-----------------------------|-------------|---|--|----------|
| | Connectivity Report | | <ul style="list-style-type: none"> Details of the number and type of special interest declarations. More detail on the pie-chart representations of the 'agree' and 'disagree' categories. An update on how the concerns of young people, in regard to transport to access training and education, were being addressed. <p>2. The Transport Manager would work with the Monitoring Officer to provide a timeframe for when the final version of the LTCP would come before the Committee.</p> | <p>The Interim Head of Transport is working with the Associate Director for Skills to better understand the needs of those wishing to access education and training. A roundtable with stakeholders is being scheduled.</p> <p>The draft LTCP is being discussed at the TIC in March; with a series of meetings with elected members continuing between then and the final draft being submitted to the TIC and Board for sign off and approval.</p> | |
| 11. | Demand Responsive Transport | Tim Bellamy | <p>Transport officers to:</p> <ol style="list-style-type: none"> Investigate the Dial-A-Ride mapping exercise, referred to at a CCC meeting, and report back to the Committee. Provide the Committee with the details of any section 106 contributions to DRT services. | <p>As part of our Network Review work, we are continuing to engage with CCC on a range of issues including dial-a-ride, education transport (home-to-school) and a number of other factors. The Network Review will be presented to the TIC, Board and O&S in due course where mapping of a service network will be presented.</p> <p>No Section 106 monies are used to fund DRT services.</p> | On-going |

Minutes of the meeting 10 January 2023

| Item | Report title | Lead officer | Action | Response | Status |
|------|---------------------------|--------------|--|--|--------|
| 5 | MTFP/ Budget Consultation | Jon Alsop | 2. Governance officer to circulate the <i>recommendations that arose from the meeting to Cllr Dupre, Cllr Sharp and Cllr Iqbal for any final amendments before circulation to the rest of the Committee. The recommendations will form the Committee's formal response to the budget consultation.</i> | Recommendations circulated to a member of each political group for comment and approval. Document circulated to Committee on 13.10.22 and will be formally submitted to the Board. | Closed |

| | | | | | |
|--|--|--|--|--|--------|
| | | | 3. Finance Officers to circulate to the CA Board a breakdown of the reserves balance to support their decision making. | | Closed |
|--|--|--|--|--|--------|

Minutes of the meeting 28 November 2022

| Item | Report title | Lead officer | Action | Response | Status |
|------|--------------------|----------------|--|---|--------|
| 7 | Draft Bus Strategy | Oliver Howarth | The Bus Strategy Manager to raise the issue of connected bus and rail timetables at the next meeting of the Bus Operators Forum. | <p>CPCA is very interested in improving through connectivity. We continue to liaise with bus and train operators, along with Network Rail to maximise connectivity levels.</p> <p>Bus/rail connection is very difficult to achieve for the following reasons:</p> <ol style="list-style-type: none"> 1) The majority of bus services are operated on a commercial basis so we can ask bus operators to modify timetables to achieve connections, but at the present time do not have contractual power to do so. 2) The best bus/rail connections can be achieved by Demand Responsive Transport (DRT) as a DRT service only go to the station when required by passengers and has complete flexibility. <p>A number of our stations are poorly located for connections with no bus turning circles – March, Whittlesey, Huntingdon, Manea. A successful connection to/from St Neots is proving possible, and we hope to be experimentally advertising it in Cambourne.</p> | Closed |



| Overview and Scrutiny Committee | | Agenda Item |
|---------------------------------|---|-------------|
| 19 th June 2023 | | 7 |
| Title: | Co-Option of Independent member from Constituent Councils | |
| Report of: | Edwina Adefehinti – Interim Monitoring Officer | |
| Lead Member: | Cllr Edna Murphy | |
| Public Report: | Yes | |
| Key Decision: | NA | |
| Voting Arrangements: | Majority | |

Recommendations:

| | |
|---|--|
| A | Consider the co-option of an independent member (and substitute) from a Constituent Council. |
|---|--|

1. Purpose

| | |
|-----|--|
| 1.1 | The purpose of the report is to ask the Overview and Scrutiny Committee to consider the appointment an independent member (and substitute), from a Constituent Council for the ensuing year. |
|-----|--|

2. Proposal

| | |
|-----|--|
| 2.1 | <p>In the Centre for Governance and Scrutiny (CGFS) guidance - Overview and scrutiny in combined authorities: a plain English guide (2nd Edition) it is stated that co-opted members can be:</p> <ul style="list-style-type: none">- <i>local people with a particular expertise, or who are connected with another local organisation or body</i>- <i>Co-optees can bring to bear a different perspective to that of elected members and providing particular subject expertise as well (depending on who is appointed)</i> <p>However, CGFS also state that co-option should only be pursued when there is ‘<i>an obvious skill or capacity gap on the Committee that cannot be met any other way</i>’.</p> <p><i>When appointed, co-optees ought to be treated as full members of the Committee with just as much right to participate in debate and discussion as any other member – with the critical difference that they do not hold voting rights.</i></p> |
| 2.2 | An appointment would not compromise the political balance of the Committee. The co-opted member (and substitute) is without voting rights but may be given voting rights by resolution of the combined authority. |
| 2.3 | If the Committee wished to pursue co-opting an Independent Member (and substitute), this would be |

| | |
|--|--|
| | actioned by recommendation to the Combined Authority including amendment to the Constitution, formally allowing for co-opted members. A process of selection would follow which could include seeking expressions of interests with a random selection made by an independent officer of the authority, witnessed by the Monitoring Officer. |
|--|--|

3. Background

| | |
|-----|---|
| 3.1 | The Combined Authority at its Annual General Meeting on 31 st May 2023 confirmed the appointment of members nominated by constituent councils to the Overview and Scrutiny Committee. |
| 3.2 | The Board also requested that the Overview and Scrutiny Committee consider the co-option of an independent member (and substitute) from a Constituent Council for the municipal year 2023/24. The substitute will not necessarily be required to be a named substitute from the same Constituent Council. |

4. Appendices

| | |
|-----|-------------|
| 4.1 | <i>None</i> |
|-----|-------------|

5. Implications

Financial Implications

| | |
|-----|--|
| 5.1 | In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, no remuneration is to be payable by the Combined Authority to its members including co-opted members of the Overview and Committee. Therefore there are no direct financial implications from this recommendation other than that the co-opted member would be able to claim travelling and subsistence expenses in line with the Authority's approved policy. |
|-----|--|

Legal Implications

| | |
|-----|---|
| 6.1 | <p>The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 provides for members of the Overview and Scrutiny Committee appointed from the constituent councils and those who are appointed other than from the constituent councils. The CFGS guidance referred to within the main body of the report describes three categories of members:</p> <ol style="list-style-type: none"> 1.Members of the committee appointed from a constituent authority. These members have a vote and are taken into account for the purpose of political proportionality. Such members would be nominated by their home authority, subject to proportionality requirements... 2.Members of the Committee appointed from a non-constituent authority. These members do not have a vote. Such members would be nominated by their home authority.... 3.Members of the Committee who are co-opted, because of their skills and experience, or for some other reason. These members do not have a vote and are not taken into account for the purpose of political proportionality. A separate appointment process will be required for these people. <p>The appointment of an Independent Member (and Substitute) would fall under 'some other reason' as described above. An amendment to the Constitution would formalise this approach and a fair and transparent process would need to be implemented for such appointments.</p> <p>The Committee also has the option to recommend to the Combined Authority the appointment of a co-opted member to address a skill and/or capacity gap. This approach would more closely align with CFGS guidance.</p> |
|-----|---|

Public Health Implications

| | |
|---|---|
| 7.1 | None |
| Environmental & Climate Change Implications | |
| 8.1 | None |
| Other Significant Implications | |
| 9.1 | None |
| Background Papers | |
| 10.1 | CA Board AGM Agenda, Decision Summary and Minutes |



| | | |
|--|---|-------------|
| Overview & Scrutiny Committee | | Agenda Item |
| 19 June 2023 | | 8 |
| Title: | Delivering Overview & Scrutiny Function | |
| Report of: | Jodie Townsend – Improvement Lead | |
| Lead Member: | Cllr Edna Murphy | |
| Public Report: | Yes | |
| Key Decision: | NA | |
| Voting Arrangements: | Majority of members present | |

Recommendations:

| | |
|---|---|
| A | The Committee is requested to approve their preferred option for the delivery of the scrutiny function from 2023/24 onwards |
|---|---|

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

| | |
|--|---|
| | Achieving ambitious skills and employment opportunities |
| | Achieving good growth |
| | Increased connectivity |
| | Enabling resilient communities |

1. Purpose

| | |
|-----|--|
| 1.1 | The purpose of this item is to provide the Overview and Scrutiny Committee Members with an opportunity to discuss and agree the preferred option on how to deliver the scrutiny function moving forward subject to the outcome of the workshop held on the 13 th June 2023. |
|-----|--|

2. Proposal

| | |
|-----|---|
| 2.1 | The Overview and Scrutiny Committee needs to agree how it wishes to deliver the function moving forward in the context of the overall improvement programme and following the discussions at the workshop held on the 13 th June 2023 provide a steer for officers to implement going forward. |
|-----|---|

3. Background

| | |
|-----|---|
| 3.1 | The Combined Authority Board agreed an Improvement Plan following the Interim Chief Executive's diagnosis report at its meeting in October 2022. The improvement plan set out 6 key workstreams |
|-----|---|

| | |
|-----|---|
| | <p>that would drive improvement outcomes across the Combined Authority to ensure appropriate foundations and fundamentals were in place to address concerns raised in the Interim Chief Executive diagnosis and concerns raised by the external auditors.</p> <p>The improvement plan also built on the conclusions and recommendations set out in the Review of Governance which was endorsed by Board in July 2022. That review set out conclusions and a number of recommendations that were specific to the Overview and Scrutiny function.</p> <p>The Overview and Scrutiny function is an integral part of the governance arrangements at the Combined Authority. The Combined Authority wants to ensure that its scrutiny arrangements are effective, impactful and able to support democratic accountability for the region.</p> <p>CPCA wants its scrutiny structure to create the right framework to maximise its impact moving forward as part of the new proposed governance arrangements coming out of the Improvement Framework.</p> <p>At the March Overview and Scrutiny meeting the members received an information pack which provided the Committee with information relating to the proposed new governance at the Combined Authority, the core roles for Overview and Scrutiny and also provided options for delivering Overview and Scrutiny function.</p> <p>The Committee decided to defer the decision on the options until a workshop had taken place so that the options could be discussed in greater detail.</p> |
| 3.2 | A workshop has been arranged for the 13 th June 2023 (which is after publication of these papers) to discuss the options for delivering the scrutiny function. At this workshop the members will receive a further information pack on the options and provide a steer for officers on which is the preferred option. |
| 3.3 | A verbal update from the officers and Chair for the Committee will be provided at this meeting on the outcome of the workshop. |

4. Appendices

| | |
|-----|------|
| 4.1 | None |
|-----|------|

5. Implications

Financial Implications

| | |
|-----|--|
| 5.1 | The choice of the preferred option for delivery of the scrutiny function is unlikely to impact significantly on the Combined Authority's finances. |
|-----|--|

Legal Implications

| | |
|-----|---|
| 6.1 | <p>The importance and legitimacy that scrutiny is afforded by the law should be recognised. Overview and Scrutiny was created to act as a check and balance on the executive and is a statutory requirement for all combined authorities.</p> <p>Although the existence of the function is set out in legislation, how it operates and how it is structured is left to individual Local Authorities. This provides for a high degree of flexibility and the ability to consider different topics and issues in the most appropriate way.</p> <p>Where there is a culture of trust and respect between the Scrutiny function and the Executive, the Scrutiny function can attain and deploy a great deal of influence ultimately benefiting both the combined authority and the residents of Cambridgeshire and Peterborough. Whilst the Committee has a legal</p> |
|-----|---|

| | |
|---|--|
| | duty to provide robust challenge to decision-makers it can also offer support and assistance wherever it can to help the Combined Authority meet these challenges. |
| Public Health Implications | |
| 7.1 | None |
| Environmental & Climate Change Implications | |
| 8.1 | None |
| Other Significant Implications | |
| 9.1 | None |
| Background Papers | |
| 10.1 | O&S Meeting – March 2023 |



| | | |
|--|--|-------------|
| Overview & Scrutiny Committee | | Agenda Item |
| 19 June 2023 | | 9 |
| | | |
| Title: | Implementing the Combined Authority's Corporate Strategy and Business Plan | |
| Report of: | Kate McFarlane, Head of Policy & Executive Support | |
| Lead Member: | Dr Nik Johnson, Mayor | |
| Public Report: | Yes | |
| Key Decision: | No | |
| Voting Arrangements: | To note recommendation A | |

Recommendations:

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

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

| | |
|---|---|
| X | Achieving ambitious skills and employment opportunities |
| X | Achieving good growth |
| X | Increased connectivity |
| X | Enabling resilient communities |
| X | Achieving best value and high performance |

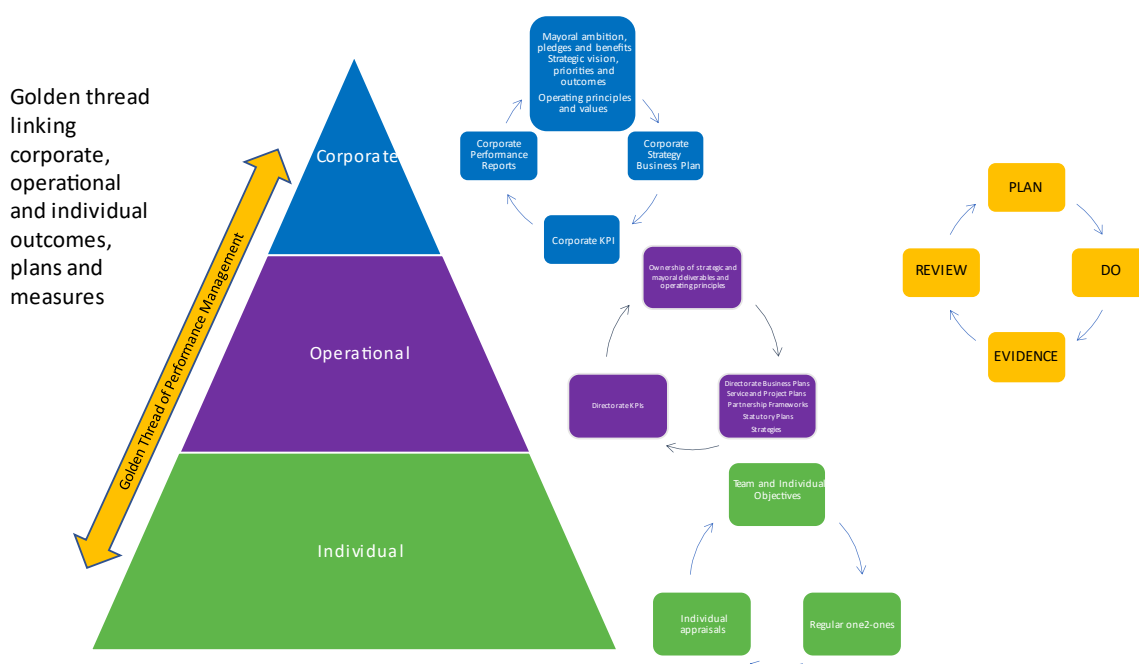
The implementation of the CA's Corporate Strategy and Business Plan is critical to achieving all of the strategic objectives outlined above.

1. Purpose

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

2. Background

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



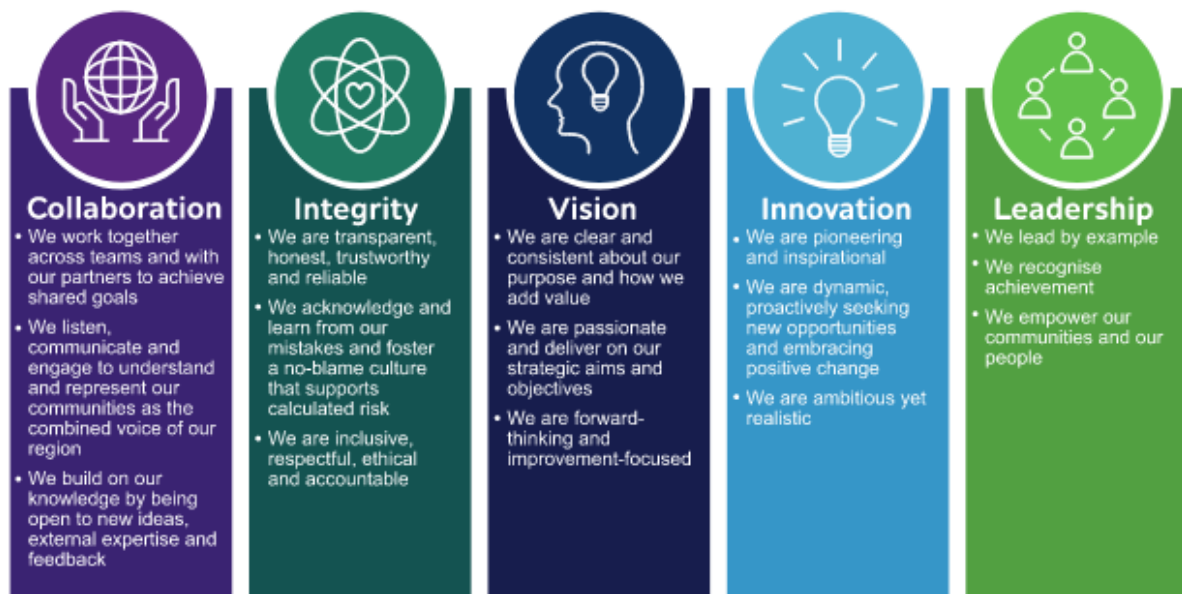
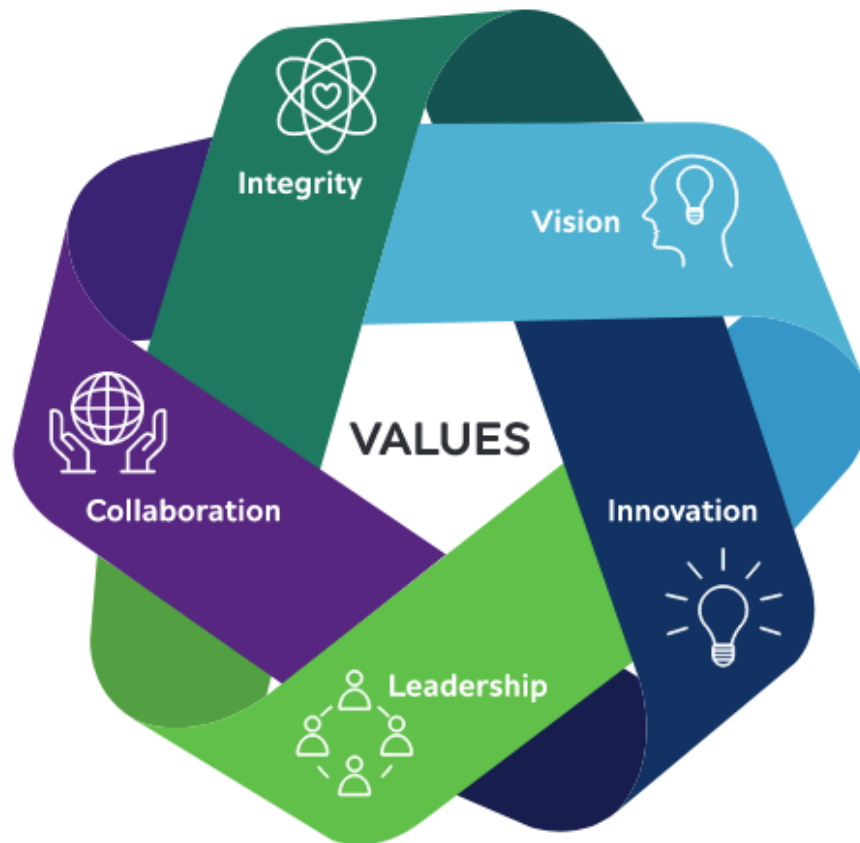
- 2.2 At the corporate level, a Strategic Vision and Mayoral Ambitions, Corporate Strategy and Business Plan, Operating Values and Principles are in place with deliverables through to the end of 2024/25. The Combined Authority Board (CAB) approved these as part of the Corporate Strategy and Business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

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

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

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

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



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

3. Appendices

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

4. Implications

Financial Implications

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

Legal Implications

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

Public Health Implications

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

Environmental & Climate Change Implications

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

Background Papers

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



| | | |
|--|--|-------------|
| Overview & Scrutiny Committee | | Agenda Item |
| 19 June 2023 | | 10 |
| | | |
| Title: | Interim Performance Management Framework | |
| Report of: | Kate McFarlane, Head of Policy and Executive Support | |
| Lead Member: | Dr Nik Johnson, Mayor | |
| Public Report: | Yes | |
| Key Decision: | No | |
| Voting Arrangements: | To note recommendation A | |

Recommendations:

| | |
|---|---|
| A | To note progress to develop and implement an interim performance management framework and a performance management framework. |
|---|---|

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

| | |
|---|---|
| X | Achieving ambitious skills and employment opportunities |
| X | Achieving good growth |
| X | Increased connectivity |
| X | Enabling resilient communities |
| X | Achieving best value and high performance |

The performance management framework and interim framework will support the scrutiny of performance information relating to the achievement of outcomes and outputs relating to all five strategic objectives. The framework will also be a key policy that supports the organisation to achieve best value and high performance.

1. Purpose

- | | |
|-----|--|
| 1.1 | The report updates the Committee on work that has taken place to develop an interim Performance Management Framework, which is intended to give increased assurance in the interim period until September 2023, when the full Performance Management Framework will be recommended to CAB. |
| 1.2 | <p>National Government policy has set out a requirement for Mayoral Combined Authorities (MCAs) to be scrutinised and held to account through local scrutiny, checks and balances; accountability to the public; and accountability to the UK government.</p> <p>At Member level, performance data is currently scrutinised by some committees, but not by Combined Authority Board (CAB). The improvement plan replaced regular performance reporting to CAB from September 2022. Reporting of risk and internal audit actions has continued with quarterly reports going to Audit and Governance Committee and the time is now right to establish a new Performance Management Framework.</p> <p>Improvement activity to ensure a robust and effective Performance Management Framework is in place in support of the strategic framework and governance arrangements is ongoing, with a plan to take the Framework to CAB in September and an implementation completion date of autumn 2023.</p> <p>An interim Performance Management Framework is being developed to provide increased assurance around project and programme delivery until September 2023.</p> <p>Accountability to the public is being developed as part of the Performance Management Framework.</p> |

2. Proposal

- | | |
|-----|--|
| 2.1 | <p>Interim Performance Management Framework</p> <p>In July 2023, the CAB will be asked to:</p> <ul style="list-style-type: none">• Agree proposed key performance indicators (KPIs)• Scrutinise baseline and Q1 data for some KPIs• Scrutinise progress of most complex programmes, projects and activities, including the Improvement Programme• Consider whether performance is at an acceptable level and identify remedial action as required• Consider updates on development of the Performance Management Framework• Consider update on progress to evaluate impact of Devolution Deal Investment Fund <p>The intention is that the Q1 Performance Report will contain:</p> <ul style="list-style-type: none">• A working proposed list of KPIs, to be refined during 2023. Balanced scorecard, covering resident, internal process, learning and growth and financial perspectives. Focussed on outputs, this list will not include contextual measures.• Summary of RAG rating of Corporate KPIs with commentary on red rated KPIs• Narrative report on performance of most complex programmes and projects based on scoring of all live projects for financial value, risk and strategic alignment.• Narrative report on progress of priority activities e.g. second devolution deal• Summary of RAG rating of Reframed Improvement Plan progress• Performance Management Framework development update• Evaluation of impact of Devolution Deal (Gateway Review) update• Dashboard of KPIs performance (appendix) |
|-----|--|

| | |
|-----|--|
| | <ul style="list-style-type: none"> • Dashboard of complex programmes and projects performance (appendix) • Improvement Programme Highlight Report (appendix) <p>Overview and Scrutiny Committee (O&S) may wish to scrutinise the Q1 Performance Report at their meeting on 24 July 2023 and agree comments and recommendations to be presented to CAB at their meeting on 26 July.</p> <p>Performance Management Framework</p> <p>Research on best practice has been completed and models for consideration presented to Combined Authority Chief Executives' Group for their guidance and views. Through the active involvement of the lead CEX officers from the constituent authorities, work is underway to develop an inclusive set of assurance and performance management frameworks. A working group with Constituent Authority officers who are experts in performance management has been set up and the first meeting took place in mid-May.</p> <p>Next steps</p> <ul style="list-style-type: none"> • The next phase is the scoping, development and implementation of the Performance Management Framework by the autumn of 2023. • O&S Members will be invited to contribute to the development of the full list of KPIs for implementation in the Performance Management Framework, by way of a workshop in July. • Development of the Performance Management Framework will be completed by the middle of August. • Quarterly CPCA performance reports will be presented for scrutiny by CAB in July 2023, November 2023 and January 2024. • There is also the option for O&S to scrutinise the performance reports at their meetings immediately preceding the CAB meetings. O&S members may wish to agree comments and recommendations to be presented to the CAB meetings. • A&G will scrutinise the performance management process in September 2023, November 2023, January 2024 and March 2024. |
| 2.2 | <p>Performance management is about how we consistently plan and manage improvements to our services. In simple terms, performance management enables key decision makers, both elected members and officers, to take necessary action based on facts about our performance.</p> <p>Good performance management offers many benefits including:</p> <ul style="list-style-type: none"> • supporting our wider vision for Cambridgeshire & Peterborough • driving and embedding a culture of continuous improvement • clarity of key objectives and targets – where we are and where we want to be • helping the measurement of progress towards our objectives and desired outcomes • promoting accountability and transparency • enabling best value to be demonstrated • instilling confidence across our organisation, our service-users and stakeholders <p>Cambridgeshire & Peterborough is facing a range of challenges. Performance management helps us make informed choices about how to respond, and how we will review our progress against our priorities. It is a tool that allows us to measure whether we are on track to achieve our priorities, plans and strategies. If we are off-track, we change our activities to improve service delivery, value for money and the outcomes people experience. Effective performance management enables diagnosis and</p> |

interaction. It requires an effective performance management system and a strong performance management culture.

3. Background

3.1 Member decisions

On 30 March 2022, the CAB resolved to:

- a) Adopt a Line-of-Sight performance management model.
- b) Adopt an initial set of 29 Strategic Performance Indicators to be reported to Board, with further work to take place to develop leading indicators.
- c) Agree that a Performance Report is taken to the Board quarterly as a dashboard, and that the 'key projects' profile element of the previous Performance Dashboard be removed.

On 19 October 2022, CAB resolved to adopt an Improvement Framework including, as Workstream E, Project Outcome E2: A robust and effective Performance Management Framework is in place in support of strategic framework and governance arrangements.

On 25 January 2023, CAB approved the CPCA Corporate Strategy and Business Plan 2023-25. This set out four strategic objectives with 23 associated outputs that show what the CA is achieving in the short term. The strategy also sets out the outcomes that describe what it is that the CPCA really wants to provide for the people living in the area. The strategy states that monitoring outcomes is important as this is the point at which there will be material change and improvement in the life of people living and working in Cambridgeshire and Peterborough.

On 22 March 2023, CAB noted a proposed reframed focus for outstanding improvement activity to be delivered that requires a continued corporate focus. Relating to Theme E2, actions are:

- The scoping, development and implementation of the Performance Management Framework by the autumn of 2023.
- Until that date an interim Performance Management Framework to be developed to provide increased assurance around project and programme delivery.

On 31 May 2023, CAB resolved to agree a fifth strategic objective of 'Achieving Best Value and High Performance'. This objective was proposed so that CPCA can clearly demonstrate Best Value and High Performance to a range of stakeholders and ensure that managerial focus and wider scrutiny is concentrated on this theme as well as the other four strategic objectives already approved.

National government policy

In March 2023, DLUHC published an English Devolution Accountability Framework that set out how MCAs will be scrutinised and held to account by UK Gov, local politicians, business leaders, residents and voters. The Framework presented three themes of local scrutiny and checks and balances; accountability to the public; and accountability to the UK government. The government is committed to work with local areas to develop a Scrutiny Protocol on the relationship between Mayor, the institution and its scrutiny/audit functions. The government will set out (in 2023) a series of outcomes and metrics which will help local people to assess how MCAs are performing.

3.2 This proposal responds to feedback from the following groups:

Combined Authorities Best Practice Network
CPCA Corporate Management Team

| | |
|-----|---|
| | CPCA Chief Executive CPCA Performance Management Project Group CPCA Senior Leadership Team CPCA Single Assurance Framework Internal Working Group CPCA Single Assurance Framework Partner Working Group |
| 3.3 | The linear option of developing the Performance Management Framework first then resuming Performance Reporting second was considered. This has not been proposed because the approach of developing both in parallel has the advantages of enabling Members to scrutinise performance data quicker and supporting testing of elements of the draft Framework. |

4. Appendices

| | |
|-----|-----|
| 4.1 | N/a |
|-----|-----|

5. Implications

Financial Implications

| | |
|-----|---|
| 5.1 | <p>Work is ongoing to develop the costing for this proposal. This may include additional costs relating to:</p> <ul style="list-style-type: none"> • Commissioning research • New data sets • Software subscriptions • New analyst post • Staff training <p>If these costs are not managed within existing budgets, there may be a requirement to ask the Combined Authority Board to consider the budget increase required to deliver the enhanced performance management framework.</p> <p>In addition, this proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to best value.</p> |
|-----|---|

Legal Implications

| | |
|-----|--|
| 5.2 | <p>This report needs to be seen in the context of the legal and constitutional nature of the CPCA itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007), the CPCA is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.</p> <p>6.2 Chapter 13 Rule 13.3.6 of the CPCA constitution empowers this committee to monitor the Authority's risk and performance management arrangements including reviewing the risk register, progress with mitigating actions and assurances.</p> |
|-----|--|

Public Health Implications

| | |
|-----|--|
| 5.3 | This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to public health impact. |
|-----|--|

Environmental & Climate Change Implications

| | |
|-----|---|
| 5.4 | This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to environmental and climate change impact. |
|-----|---|

| | |
|--------------------------------|--|
| Other Significant Implications | |
| 5.5 | This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to equality, diversity and inclusion impact. |
| Background Papers | |
| 5.6 | |



| Overview and Scrutiny Committee | | Agenda Item |
|--|--|-------------|
| 19 June 2023 | | 11 |
| Title: | Improvement Framework | |
| Report of: | Angela Probert, Interim Director of Transformation Programme | |
| Lead Member: | Mayor, Dr Nik Johnson | |
| Public Report: | Yes | |
| Key Decision: | No | |
| Voting Arrangements: | A simple majority of all Members present and voting | |

Recommendations:

| | |
|---|--|
| A | Note the progress against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023. |
| B | Note the reframed improvement plan agreed by the CA Board at its meeting on 31 May 2023. |
| C | Note the observations of the Independent Improvement Board held on 22 May 2023. |
| D | Note the proposed RAG rating methodology to measure progress of improvement activity against the agreed reframed Improvement Plan. |
| E | Note the progress to the appointment of Chair, Independent Improvement Board. |

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

| | |
|---|---|
| x | Achieving ambitious skills and employment opportunities |
| x | Achieving good growth |
| x | Increased connectivity |
| x | Enabling resilient communities |
| x | Achieving Best Value and High Performance |

The identified improvements set out in this report aim to meet the concerns of the External Auditor and Best Value Notice. By making necessary improvements, the capacity, culture and governance of the Combined Authority will support and enable the delivery of identified priorities and objectives set out in the Corporate Plan. The CA Board meeting on 31 May 2023 agreed an additional 5th strategic objective 'Achieving Best Value and High Performance' to reinforce the need for all public organisations to demonstrate Best Value and delivery against plans.

1. Purpose

| | |
|-----|--|
| 1.1 | Provide the Overview and Scrutiny Committee with an opportunity to review progress reported to the CA Board on 31 May 2023 against the key areas of concern identified by the External Auditor in his letter dated June 2022 and February 2023, and the Department for Levelling up, Housing and Communities (DLUHC) in its letter dated January 2023. |
| 1.2 | Receive feedback from the Independent Improvement Board meeting held on 22 May 2023. |
| 1.3 | Finally, the report updates the Committee on the progress to appoint the Chair, Independent Improvement Board to replace Lord Kerslake. |

2. Proposal

| | |
|-----|---|
| 2.1 | <p>Following the full and detailed review of improvement activity so far and the proposed areas of focus in the reframed improvement plan reported to the CA Board in March 2023, progress as at May 2023 is attached as Appendix 1 against the agreed key themes to reflect identified concerns by the External Auditor and the Best Value Notice:</p> <ul style="list-style-type: none"> • Governance and decision making • Project Plans and delivery • Procurement • Partnerships • Culture, Capacity and Confidence |
| 2.2 | <p>Further to the CA Board meeting in March, activity has taken place to refine the reframed Improvement Plan in line with the themes set out in paragraph 2.1 above. Attached as Appendix 2 is the agreed plan to directly address the concerns raised by the External Auditor in June 2022 and DLUHC through the Best Value Notice. It also picks up any outstanding elements from the initial phase of improvement and learning from the first phase of improvement.</p> <p>It will be reviewed on a regular basis to ensure it is fit for purpose and reflects any additional areas of concern that are raised.</p> <p>The transformation fund agreed in July 2022 will continue to be used to support activity required.</p> |
| 2.3 | <p>The Independent Improvement Board met on 22 May 2023. A note from the Chair has been circulated to the Chair of Overview and Scrutiny and is attached as Appendix 3 for reference. It also fed into the first quarterly meeting with DLUHC held on 6 June where the new Chief Executive was present.</p> <p>The note sets out key areas of assurance and further areas for focus. The headline from the (Acting) Chair is that whilst there is more to do – good progress is being made.</p> |
| 2.4 | <p>The Independent Improvement Board have requested the use of 'Rag Rating' to report progress against identified areas of activity. It is proposed that this will be used from June 2023 for Improvement reports to all Boards and Committees to ensure a consistent approach. We have used our learning from the first phase of improvement and sought best practice to inform our future approach. Set out below is the proposed methodology to be adopted:</p> <ul style="list-style-type: none"> • Green - Successful delivery of the improvement theme to time, cost and quality appears to be highly likely. • Green Amber - Successful delivery of the improvement theme within timescale appears probable. However, constant attention will be needed to ensure risks do not materialise into issues threatening delivery. • Amber - Successful delivery of the improvement theme appears feasible, but issues exist requiring attention. These appear resolvable at this stage, and if addressed properly, should not represent a schedule overrun. • Amber Red - Successful delivery of the improvement theme is in doubt with major risks or issues apparent some key areas. Action is underway to ensure these are addressed and establish whether resolution is feasible. • Red - Successful delivery of the improvement theme within the agreed timescale and/or budget appears to be unachievable as issues have been identified which officers conclude are at present not manageable or resolvable. The theme will therefore need re-profiling. |
| 2.5 | <p>Committee was advised in March that due to poor health Lord Kerslake needed to step down as Chair of the independent Improvement Board. Julie Spence, Deputy Chair has taken on the role of acting</p> |

| | |
|--|--|
| | Chair whilst a permanent Chair is confirmed. The interim Chief Executive is to confirm the appointment week commencing 12 June and this will be confirmed at the meeting on 19 June. |
|--|--|

3. Background

| | |
|-----|--|
| 3.1 | The proposals set out in this report build on the detailed report presented to CA Board in March 2023. The link to the relevant Board papers is attached as set out in paragraph 10.1. The proposals also address directly the issues raised by the External Auditor, the Best Value Notice and DLUHC; again attached through a link in paragraph 10.1 |
|-----|--|

4. Appendices

| | |
|-----|--|
| 4.1 | Appendix 1- Update on key areas of Improvement May 2023 |
| 4.2 | Appendix 2 – Reframed high level Improvement Plan agreed by CA Board on 31 May 2023 |
| 4.3 | Appendix 3 – Note from (Acting Chair) Independent Improvement Board following meeting on 22 May 2023 |

5. Implications

Financial Implications

| | |
|-----|---|
| 5.1 | Costs of the improvement related activity contained within this report are included in the Improvement Budget approved by the Combined Authority Board. |
|-----|---|

Legal Implications

| | |
|-----|---|
| 6.1 | <p>The CPCA is required to consider the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January. The CPCA Board agreed the Improvement plan in October 2022 and the reframed improvement plan.</p> <p>The Overview and Scrutiny committee is non-executive statutory body. It has the statutory duty to review or scrutinise decisions taken by the Combined Authority, or any other actions as set out in Chapter 14, para 14.2.1 of the Combined Authority Constitution. The Committee may also make reports or recommendations to the Combined Authority Board with regards to the decisions that have been made as set out in Chapter 14, para 14.2.1 (e) of the Combined Authority Constitution.</p> <p>The improvement plan deals with risk management, internal control and corporate governance arrangements of the CPCA.</p> |
|-----|---|

Public Health Implications

| | |
|-----|------|
| 7.1 | None |
|-----|------|

Environmental & Climate Change Implications

| | |
|-----|------|
| 8.1 | None |
|-----|------|

Other Significant Implications

| | |
|-----|------|
| 9.1 | None |
|-----|------|

Background Papers

| | |
|------|---|
| 10.1 | CA Board January 2023 Agenda Item 2.4 – Corporate Strategy and Business Plan CA Board Report 22 March Best Value Notice |
|------|---|

| | |
|-------------------------|-------------|
| Agenda Item 11 | Appendix 11 |
| Improvement Plan Update | 1 |

Update on Improvement activity to be reported to Overview and Scrutiny Committee 19 June, 2023

| Area of improvement | Governance and decision making |
|---------------------|--|
| CPCA Progress: | <p>Major governance improvements for Board, thematic committees, other sub committees and Business Board were agreed by CA Board in March and there is a clear plan in place for implementation.</p> <p>Changes to the CA Constitution were also agreed by CA Board in March to strengthen governance.</p> <p>Following elections in some constituent councils in May an induction programme is being developed for new and existing Members involved in the CA's governance structure to help embed effective ways of working and a positive culture of collaboration.</p> <p>Clarification has been provided to the Mayor and constituent councils on political proportionality on committees under the new governance structure and Overview & Scrutiny Committee is being reminded of its facility to co-opt independent councillors to the Committee to improve the spread of representation. This would be in line with several other Combined Authorities.</p> <p>The Corporate Plan was adopted by the Combined Authority Board in January 2023</p> <p>During February and March focus was on developing Directorate Business Plans with clear objectives, milestones and priorities. The Directorate Business Plans were finalised in April and provide the "golden thread" between the adopted Corporate Plan priorities and deliverables and individual objectives. Following on from this work has started on developing an improved Performance Management Framework, including Key Performance Indicators to be reported to the Board and sub-committees.</p> <p>During March and April 2023, 7 training sessions were held for all staff and managers on appraisal training and SMART objective setting. The vast majority of staff had individual objectives set by the target date of the end of April 2023.</p> <p>14 new HR policies were approved by the Employment Committee on 14 March and training for all CA staff has been undertaken.</p> |
| Area of improvement | Project plans and delivery |
| CPCA Progress: | <p>A Single Assurance Framework that will govern how we prioritise and agree projects is being developed along with a new Performance Management Framework; which sits with the SAF, to drive delivery and new approaches to strategic and project-based performance risk management. Wider training in project management standards, risk and assurance is scheduled to commence next month.</p> <p>An external working group of officers from across the local authorities has been established to inform and guide the SAF work. It is intended to report progress on delegations and project prioritisation to the Board in July and for the Board to consider the SAF in September. Discussions are being held with DLUHC, DfE</p> |

| | |
|---------------------|--|
| | <p>and DfT. Officers will also engage with O&S and A&G over the next couple of months to clarify their role.</p> <p>In relation to specific concerns relating to an FE provider funded by CPCA, positive steps have been put in place to address concerns about the use of public money:</p> <ul style="list-style-type: none"> • CPCA and DfE colleagues met to discuss mutual concerns in relation to a provider. • An independent Final Audit report was issued on 31st January 2023 expressing serious concerns. • CPCA have issued a 'Breach notice' to the provider and all recruitment was paused with immediate effect, and the contract terminated. <p>Discussions have now taken place with the provider to understand its position and finalise closure.</p> |
| Area of improvement | Procurement |
| CPCA Progress: | <p>PWC commenced a review of procurement across CPCA on Monday 3rd April. The review focused on whether and how well CPCA meets best practice and best value in terms of its procurement strategy, regulations, operations and compliance.</p> <p>The draft outcome of the review (subject to clarification on a few points) was received in early May and provided recommendations for improvement. The recommendations covered a number of areas including resourcing, governance, levels of delegation and training.</p> <p>An action plan to implement the recommendations is being produced and will be reported for approval to the Audit and Governance Committee in June and the CA Board in July. A verbal update will be provided to O&S following the A&G meeting.</p> |
| Area of improvement | Partnership working |
| CPCA Progress: | <p>The spirit of collaboration and partnership working is now embedding itself more deeply into the operating model of the CPCA. This is expressing itself in how Constituent Member Authorities at both Chief Executive and Leader level are engaging across, and starting to take greater ownership of, the business of the CPCA as well as business leaders as part of the development of the new role of the Business Board, including the appointment of a new Chair of the Business Board.</p> <p>CPCA is now taking steps to review the partnership landscape across Cambridgeshire and Peterborough to explore how and where best to engage to leverage most impact as well as receive feedback on stakeholder views of progress within the CPCA and the execution of its responsibilities and accountabilities, so that improvement can be both seen and measured. A project management resource is being identified that will:</p> <ul style="list-style-type: none"> • Review the partnerships that CPCA is engaged in and at what level, against the purpose of the partnership and what CPCA hopes to secure from it in terms of its inputs, outputs and outcomes • Review the wider and emerging partnership landscape across the area, including regional and local collaborations, as well as sub-regional |

| | |
|---------------------|--|
| | <ul style="list-style-type: none"> • Clarify the core partnerships for the future, both in terms of strategy development and delivery for the CPCA as a whole • Review the delivery of our existing strategies, including the corporate plan and directorate plans, as well as our core outward facing ones, such as the Economic Growth Strategy, Local Transport and Connectivity Plan, Skills and Employment Strategy, and priority Sectors, given the identification of key partners within them, and assess the scope and scale of their existing and planned collaboration and contribution • Design and embed a partnership theme into any existing survey work across the CPCA area or develop a new survey to benchmark progress. <p>A good example of recent progress in partnership working relates to the Chancellor's Spring Statement. In response, CPCA has taken an active role to engage meaningfully in the implications of the announcements, particularly in relation to deeper devolution and the trailblazer devolution deals. The Mayor, Chief Executive and Executive Director for Economy & Growth, are actively participating in the dialogue and developments with the Secretary of State and senior officials as part of the M10 Group of MCAs and the GLA, as part of the potential 'roll out' of deeper devolution, single settlements, and a new Level 4 to the Devolution Framework. On the 28th April all MCAs agreed informally to move ahead together in seeking to maximise the opportunities for all combined authorities, including Cambridgeshire and Peterborough. This is continuing to be taken forward with a strong focus on securing at pace a state of readiness given there will be a need to demonstrate an ability and willingness to deliver a credible stretch on outcomes, and this is being viewed cautiously but as positive by Leaders and CEOs.</p> <p>The new CPCA corporate management team at the time of writing has now met collectively with five of the senior leadership teams of the constituent member authorities and there is a recognition that through mutually reinforcing collaboration there is much to be gained by closer working together more generally as well as moving in tandem through the M10 group.</p> <p>Equally, good progress is continuing to be made in the wider partnership arena, both with constituent member authorities, including reviewing existing professional support groups as well as across the other public, private and third sectors, with key engagement with existing partnerships, as well as key business leaders and networks.</p> |
| Area of Improvement | Improvement plan progress |
| CPCA Progress: | <p>A three month stocktake on progress after 3 months, against outcomes set out in the report to Board, October 2022 was presented to Board on 22 March and to Audit and Governance on 24 March.</p> <p>The Chair of the Audit and Governance committee has shared:</p> <ul style="list-style-type: none"> • <i>"The meeting on 24 March 2023 was the first time that the Audit & Governance (A&G) Committee had been able to form a positive view about improvements in the Combined Authority (CA) since the External Auditor's intervention in June 2022. As we had asked, officers provided a report designed to measure progress in responding to the concerns raised by the External Auditor and the Department for Levelling up, Housing and Communities (DLUHC). This approach focused the discussion on outcomes, since the monitoring of the Improvement Plan itself falls to the Independent Improvement Board (IIB).</i> |

| | |
|---------------------|--|
| | <ul style="list-style-type: none"> • <i>The External Auditor felt that the new reporting format provided a clearer trail to monitor progress. The breadth and depth of the actions that the Authority needed to take were significant. He particularly noted that:</i> <ul style="list-style-type: none"> ○ <i>Changing the culture and monitoring staff feedback would take time and needed to be sustained.</i> ○ <i>While the Independent Improvement Board (IIB) had been set up it had yet to meet, so it was not yet known how well it would operate.</i> ○ <i>The ongoing whistleblowing and conduct cases need to be concluded.</i> • <i>The A&G noted that the CA would hold quarterly meetings with DLUHC, which would draw on the IIB work. We also asked that officers do their best to align the sequence of DLUHC, IIB and A&G meetings.</i> • <i>Overall, the A&G Committee welcomed the report on the CA's Improvement Framework. It provided assurance that the improvements were going in the right direction; it provided clarity and focus on the purpose of the improvement activity.</i> <p>The key focus for improvement going forward will be focussed on the areas of concern from the External Auditor, Best Value Notice and the Independent Improvement Board. The proposed reframed plan is set out in Appendix 2</p> <p>Observations from the Independent Improvement Board held on 17 April and 22 May have been shared with the O&S Committee as appendix 3 .</p> |
| Area of Improvement | Independent Improvement Board engagement |
| CPCA Progress: | <p>The first formal bi-monthly IIB meeting was held on 17 April 2023.</p> <p>The observations from the IIB on assurance and areas for focus will be shared with the CA Board members following the IIB meeting on 22 May, and in advance of the CA Board on 31 May</p> <p>Julie Spence continues to act as Chair of the IIB whilst a permanent replacement is confirmed.</p> <p>Richard Carr has been confirmed as Chair, Independent Improvement Board and his biography is attached as appendix 4</p> |
| Area of Improvement | Conclusion of investigations and safeguarding of staff |
| CPCA Progress: | <p>External investigators have been regularly contacted for updates and confirmation of when the investigation would be completed. The last correspondence sent to external investigator of 24 March 2023. A meeting was held with the external investigator and the Monitoring Officer on 27 March 2023. So far, some witnesses have been interviewed, some witnesses will require subsequent interviews. The decision has not been finalised. The External investigator is working through recently received witness statements and responses provided by The Monitoring officer to specific questions. The Independent Investigator estimates the investigation should be concluded by end of May/early June.</p> <p>When the investigators submit their report, the Monitoring officer will consult with the Independent Person on the findings following which there will be hearing by a panel of the Audit and Governance Committee, if there has been a finding of</p> |

| | |
|---------------------|--|
| | <p>breach of the members Code of conduct. If there has been no finding of a breach, the Audit and Governance Committee and the CPCA Board will be informed. This is the equivalent of a Standards Committee in local authorities.</p> <p>Standards hearing training has already been given to the Committee in anticipation of the need to fulfil that role.</p> <p>A third staff survey is currently being undertaken. This includes questions relating to staff perceptions of support.</p> |
| Area of Improvement | Confidence, culture and capacity |
| CPCA Progress: | <p>The leadership and departmental structure was agreed by Board in October 2022 and Executive Directors and the Head of Policy commenced at the end of February. A permanent appointment to Assistant Directors roles in Finance and Skills have also been made.</p> <p>The newly appointed Chief Executive, Rob Bridge will join in early June 2023.</p> <p>The staff structures for the Chief Executives policy and executive office are in place and recruitment substantially completed. This includes provision of support for the Mayor. The recruitment for two specific posts to support the Mayor is scheduled to commence in May 2023.</p> <p>The Board agreed values 'CIVIL' (collaboration, integrity, vision, innovation, leadership) for both Members and Officers in January 2023. Further work is underway to develop behaviours that reflect the agreed values that are reflected in approved HR policies and will be embedded across the CA.</p> <p>At the end of April a staff workshop was held to further develop our values, the behaviours that we seek within the organisation and how these are embedded. The output from this workshop has been shared with all staff who participated and will feed into the next all staff conference in June 2023. This will give all staff the opportunity to review and refine what is being proposed.</p> <p>The CIVIL values have been built into individual staff appraisals and objective setting for 2023/24, featured prominently in the first corporate induction session in March 2023 and Values based interview questions are being developed to underpin all future recruitment activity.</p> <p>Staff surveys took place in September 2022 and again in January 2023, the latest staff survey is live until the end of May 2023. The key observations by staff and changes over the three-month period to end of January are set out below:</p> <ul style="list-style-type: none"> • Most staff have noticed overall improvements and progress since the last survey in September; but not universally. • Staff feel more confident in the direction of the CA but want to see planned improvements being fully embedded. • A varied response on feeling valued by the organisation and that people's opinions count; some teams feeling more connected than others. • Most staff feel the CA is not yet as effective and efficient as it could be. • Despite this, there are more positive feelings about working for the CA and an overall sense of optimism about the future. <p>The findings of the staff survey are informing the development of the next phase of Confidence, culture and capacity activity.</p> |

| | |
|--------------------------------|-----------------|
| Agenda Item 11 | Appendix |
| Improvement Plan Update | 2 |

Reframed Improvement Plan activity (agreed by CA Board May 2023)

The 8 themes for improvement identified by the External Auditor and Best Value Notice are:

- 1. Governance and decision making**
- 2. Project plans and delivery**
- 3. Procurement**
- 4. Partnership working**
- 5. Confidence, culture and capacity**
6. Improvement plan progress
7. Independent Improvement Board engagement
8. Conclusion of investigations and safeguarding of staff

The outline improvement plan below sets out outcomes and associated key activities over the next 6 and 12 months to address key areas of concerns and any outstanding elements from the initial phase of improvement. It will be reviewed on a regular basis to ensure it is fit for purpose and reflects any additional areas of concern that are raised.

Detailed delivery and resourcing plans will be developed and progress against key activity and outcomes will be reported to CA Board, A&G Committee, O&S Committee and the Independent Improvement Board.

1. Governance and decision making – Nick Bell

| Outcome | Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC | Activities to deliver identified outcome | Timeline |
|--|---|--|---|
| <p>CPCA is judged to have in place governance structures and ways of working to enable sound decisions to be made and implemented in line with the CPCA priorities and operating principles</p> <p>Governance arrangements agreed at CA Board in March 2023 embedded</p> | <p>Significant concerns highlighted by the external auditor, published on 1 June 2022, in relation to the 2021/22 audit year confirming significant weakness in the Authority's governance arrangements that they believe to be pervasive. EA</p> <p>Weaknesses we have observed in how the extraordinary meeting of the Authority Board (in May 2022) makes informed decisions. EA</p> | <p>Continue to revise/embed Constitution & governance improvements.</p> <ul style="list-style-type: none"> • May – financial regulations • July – Procurement code and • Sept - Single Assurance Framework <p>Full assurance review of Governance by internal Audit</p> <p>A revised senior leadership structure in place able to provide the organisation with clear and effective strategic direction and capacity</p> <p>Focus on recruitment to vacant posts and reducing the number of vacancies / roles covered by contract and temporary appointments:</p> <ul style="list-style-type: none"> • New Chief Executive to commence in June 2023 • Permanent Monitoring Officer to have been appointed before end of year. • Permanent Head of HR appointed before end of year. • The shift to normal levels of vacancies and turnover that has been achieved is sustained | <p>May 2023 July 2023 September 2023</p> <p>March 2024</p> <p>Complete</p> <p>June 2023 March 2024 March 2024</p> |

| | | | |
|--|--|---|---|
| | | | |
| | Better representation on committees for independent councillors | <p>As part of the Constitution review examine the representation on committees for independent councillors</p> <p>Briefing paper being prepared for consideration by Mayor and DMs.</p> <p>Queries resolved by clarification of process for reflecting political proportionality on committee membership and that under current arrangements the Overview and Scrutiny committee can co-opt members to its committee. Practice at some other MCAs is to co-opt an independent member.</p> | <p>September 2023</p> <p>September 2023</p> |
| 2. Project plans and delivery – Steve Cox | | | |
| Outcome | Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC | Activities to deliver identified outcome | Timeline |
| Clarity on process to be followed to maximise income | | The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding | June 2023 |
| Investment and resources in place to support and maximise future Devo deals for the CA area. | | <p>The Combined Authority develops a Single Assurance Framework that reflects agreed organisational values, drives standards and ‘future proofs’ the CA.</p> <ul style="list-style-type: none"> Board approval (July 2023) of Scheme of delegation and prioritisation methodology Board (September 2023) approval of Single Assurance Framework | September 2023 |
| Performance framework agreed and judged to be effective and embedded. | | Board approval of Performance Management Framework and dashboard | September 2023 |

| | | | |
|---|---|---|--|
| Key projects deliver identified outcomes on time and on budget | Significant delivery concerns in some of the programmes delivered by the Authority. BVN Introduce systems and approach to report regularly on progress against plan on all key delivery projects BVN | | |
| Risk appetite is clearly understood and risks are pro-actively managed. Culture of risk management is embedded | | A comprehensive Risk Management Framework is embedded within corporate governance arrangements: <ul style="list-style-type: none"> • Board approval of Risk Management Framework • Quality checks will be undertaken as part of the monthly performance meetings. • A comprehensive training package developed and resourced from (DLUHC budgets provided for purpose) • Refresher training to be scheduled biannually, | September 2023 March 2024 |
| Project management methodology agreed and judged to be effective and embedded | | In partnership develop an enhanced project management national best practice culture, training, and standards in support of the Single Assurance Framework through: <ul style="list-style-type: none"> • Schedule of project management training (APM) • Establish quality assured template as part of the SAF process | September 2023 |
| Quality standards raised across CPCA and constituent authorities | | Create a PMO (Programme Management Office) A full business case setting out the new expanded scope and role of the PMO will be developed | September 2023 |
| Provide CPCA and partners a comprehensive overview of performance. Increased visibility of project information | | An interim performance dashboard to be delivered May 2023 Full scope completed by December 2023 and resourced as part of 23/24 budget Identify software requirements to support project and performance management approach based on regional need | September 2023 March 2024 March 2024 |

| 3. Procurement - Nick Bell | | | |
|---|---|--|--|
| Outcome | Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC | Activities to deliver identified outcome | Timeline |
| <p>Outcome of the PwC review against:</p> <ul style="list-style-type: none"> • Procurement maturity assessment • Procurement spends check. • Procurement process & governance review | <p>A review of the mitigations put in place in respect of on demand transport services- in response to concerns raised in the BVN</p> <p>Undertake an internal/external review of procurement processes and governance in response to concerns in the BVN</p> | <p>Delivery of recommendations from PwC review</p> <p>See below for timeline re PwC report and subsequent activities</p> <p>PwC commissioned to review procurement strategy, policy, operations, and compliance</p> <ul style="list-style-type: none"> • May – PwC review complete. • June – recommendations & action plan approved by A&G • July – Board approves recommendations & action plan • June-December – action plan implemented. • Q4 – full assurance review of procurement by Internal Audit | <p>May 2023</p> <p>June 2023</p> <p>July 2023</p> <p>December 2023</p> <p>March 2024</p> |
| 4.Partnerships – Richard Kenny | | | |
| Outcome | Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC | Activities to deliver identified outcome | Timeline |
| <p>CPCA should be the bridge between the local area and government, providing a single voice and offer</p> | <p>Concerns around partnership working, as outlined in the Minister for Local Government's letter to the then Mayor, James</p> | <p>For member constituent authorities and the combined authority:</p> | <p>June 2023</p> |

| | | | |
|--|--|--|---|
| | <p>Palmer, on 13 July 2020, which remains an area that requires work. BVN</p> | <p>Conduct a scoping exercise to ascertain issues and blockages but also exemplars of collaborative and partnership working within the CA area.</p> <p>Develop an action plan to maximise the culture of cross authority collaboration and partnership working to include:</p> <ul style="list-style-type: none"> • Scoping joint meetings/working groups at officer and member level; • Reflection of joint priorities within strategies and action plans to emphasise the single voice of the CA area; • Pooling of resources and maximising joint working across areas of common interest. <p>For wider partnership working:</p> <p>Mapping exercise required to understand the sub-region:</p> <ul style="list-style-type: none"> • What partnerships exist • What is the purpose of each of the partnerships • What are the CA inputs/outputs to the partnerships and desired outcomes • What is emerging across the landscape eg deeper devolution and stronger accountability • Re-prioritisation process of partnerships for strategy and delivery • Development of the single voice across the area, bringing democratic legitimacy and wider responsibility and accountability. <p>Review of key strategies and their delivery arrangements:</p> | <p>September 2023</p> <p>December 2023</p> <p>December 2023</p> |
|--|--|--|---|

| | | | |
|--|---|--|--|
| | | <p>A single strategic framework and key strategies</p> <p>A pipeline of key priorities and programmes and associated key asks and offers and stretch on outcomes as part of delivery</p> <p>Review resources and operating model (Key dependency with SAF) to ensure focus and capacity is in place to deliver on identified vision and strategies coming out of activity above</p> | <p>March 2024</p> <p>March 2024</p> |
| | | | |
| 5.Confidence, culture and capacity – Kate McFarlane | | | |
| Outcome | Key areas of identified improvement by External Auditor, Best Value Notice, Independent Improvement Board and DLUHC | Activities to deliver identified outcome | Timeline |
| <p>Ambition and priorities</p> <p>We are clear in our ambition and priorities for the combined authority region</p> <p>We have a well-established framework to work in partnership with key stakeholders to deliver this ambition</p> | <p>CA delivering its best value duty and to deliver lasting change across the organisation, such as in terms of culture and relationships. DLUHC</p> | <p>Delivery of strategic and operational priorities set out in Corporate Plan mapped by targets and milestones within directorate business plans</p> <p>Commence corporate reporting of progress to CA Board in July and following this on a quarterly basis</p> <p>Development of future programme with a focus on:</p> <ul style="list-style-type: none"> • A refresh of the Cambridgeshire & Peterborough Independent Economic Review (CPIER) • Development of future shared vision and ambitions; bringing stakeholders together (to understand and map aspirations and shared priorities) | <p>End of September 2023</p> <p>End of September 2023</p> <p>End of March 2024</p> |

| | | | |
|--|--|--|---|
| | | <ul style="list-style-type: none"> • Engagement with residents to ensure their voice is reflected in ambitions • Creation of policy space to enable conversations to inform a unified approach for the region • Working with other Mayoral Authorities and local partners to develop Devo 2 • Study to understand the current, and future Infrastructure requirements • Clear programme plan to include resources, budget and timelines | |
| <p>Values and behaviours</p> <p>Values and behaviours are embedded and owned by everyone (both officers and members) through day to day activities</p> <p>Values and behaviours are recognised as central to all CPCA practice and processes and there is collective ownership and responsibility for culture- living the values through day to day working activity.</p> <p>Alignment to the values is recognised and celebrated, whilst non-aligned of 'behaviours' are addressed</p> <p>Peer reviews and feedback from partners identify CPCA is 'living its values'</p> | | <p>Development of behaviours linked to each value through a workshop held in April 2023</p> <p>3rd staff conference to be held in June, focus includes .meeting the new CEX, development of behaviours, feedback from most recent staff survey & celebrating successes</p> <p>3rd staff survey to be undertaken to continue building the CA 'one team' ethos in delivering the vision and priorities and embedding agreed values</p> <p>Increase in interim capacity to improve internal communications. External review of internal engagement (part of a wider review of communications) to address concerns raised and ensure all staff feel connected to the future vision and ways of working.</p> <p>Values and behaviours are embedded in all CPCA practice and processes</p> <p>Values based recruitment policy and approach to be signed off by CMT</p> | <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> <p>End of September 2023</p> |

| | | | |
|---|--|--|--|
| | | <p>Values to be a key element of 1-1 discussion, appraisals and mid-year review to evidence how values are owned.</p> <p>Member induction session to include 'how we work together', develop relationships and to identify further activity required</p> | <p>End of March 2024</p> <p>End of September 2023</p> <p>End September 2023</p> |
| <p>Leadership</p> <p>Leadership at all levels of CPCA is seen as high quality, effective and in line with the agreed values and behaviours</p> | | <p>Onboarding of CX and first 100 days to showcase leadership required of all CA leaders</p> <p>Initial identification of training needs from 23/24 appraisals and mid-year reviews</p> <p>Coaching and mentoring scheme to be developed</p> <p>Leadership values and behaviours to be tested at both recruitment and appraisal</p> <p>Scoping of future management leadership development activity to be introduced throughout the CA / members to encourage all staff to see themselves as leaders to include:</p> <ul style="list-style-type: none"> • Leadership development qualification • Management apprenticeship • Skills based courses • Shared learning opportunities • Programme of seminar sessions | <p>End of September 2023</p> <p>End of September 2023</p> <p>End of March 2024</p> <p>End of September 2023</p> <p>End of September 2023</p> |
| <p>Recruitment, Retention, Reward & Resources</p> <p>Balanced scorecard in place that reflects job satisfaction, employee turnover, absence etc.</p> | <p>Ensure a robust, open, and transparent recruitment campaign to make</p> | <p>Divisional structures below Exec Director to be confirmed and implemented</p> | <p>End of September 2023</p> |

| | | | |
|--|---|--|------------------------------|
| <p>Workforce strategy agreed (up to 2025) that identifies key resourcing requirements and how they will be delivered.</p> <p>CPCA is viewed as a 'good' employer tested through staff surveys, exit interviews and external review</p> | <p>permanent appointments to the senior team in a timely manner BVN</p> | <p>Review of communication function to ensure it is fit for the future and supports the ambitions of the CA</p> | <p>End of September 2023</p> |
| | <p>Current vacancies in the Authority's senior management team, particularly at Chief Executive level, and the prospect that this could increase further from July 2022 EA</p> | <p>Agreement by Employment Committee of HR policies that reflect attraction, recruitment, induction development, reward and exit requirements for CPCA (by July 23)</p> | <p>End of September 2023</p> |
| | | <p>Further Staff induction sessions to continue between June and September</p> | <p>End of September 2023</p> |
| | | <p>Introduction of balanced scorecard that reports on key HR indicators and highlights to be included in corporate performance reporting (first to July 23 Board)</p> | <p>End of September 2023</p> |
| | | <p>HR working with Exec Directors to ensure the resourcing strategy reflects an agile organization with the skills and experience required to deliver the ambitions of CPCA – and to inform a future operating model to be developed by March 2024</p> | <p>End of March 2024</p> |

Item 11 Overview and Scrutiny Committee 19 June 2023**Note from (Acting) Chair, Independent Improvement Board to CA Board, Audit and Governance Chair and Overview and Scrutiny Chair****Note from Julie Spence, (Acting) Chair, Independent Improvement Board**

The Independent Improvement Board met on 22 May. It was a positive meeting, and we recognise that whilst there is more to do – good progress is being made.

The interim Chief Executive updated us on progress to date on addressing the concerns of the External Auditor and the issues set out in the Best Value Notice. He also shared the draft reframed improvement plan to be presented to the CA Board on 31 May.

As Independent Improvement Board members, we were able to share insight from the meetings and interactions we have had over the last month.

The Mayor, Dr Nik Johnson joined us over lunch and the Board welcomed his candour in recognising the journey the CPCA is on, the ambitions for the region and the role the Board needs to take in leading this.

Members of the new CMT were present and it was good to meet them and hear about the joint working they are promoting across the CPCA and with constituent authority management teams. They also shared their ambitions for the CPCA. I previously caught up with Nick Bell who was unable to attend.

Below are the key observations on assurance and further areas of focus for the Combined Authority:

Assurance on progress:

1. The IIB recognised and acknowledged that a huge amount of progress has been made against the Best Value Notice and External Auditors concerns and that a greater sense of trust is in place
2. Feedback from discussions between IIB members and CA Board members indicate a more positive culture, a much greater level of confidence and a sense that things are moving forward; but with still more to do
3. The IIB welcomed the pace of recruiting the new Executive Directors and the calibre of them and the IIB is reassured by the level and extent of experience they bring
4. The IIB believe the arrival of the new permanent CX will bring more stability
5. The IIB is also reassured that the new CMT is spending time together to develop as a team and with management teams across constituent authorities to focus on joint enterprise and representing the region in discussions with government
6. The IIB welcomed that the ambitions for the region are being articulated, as the potential is huge; however, the CA must not lose sight of the improvements that need to be made or embedded
7. The IIB felt the initial work on the development of the SAF was a strong piece of work and were reassured that constituent councils are involved in its further development
8. The Improvement report has been well developed and the reflects the key areas of concern raised by the External Auditor and Best Value Notice
9. The IIB welcomed the fact that progress on improvement activity was reported on a regular basis to the CA Board, O&S Committee and A&G Committee meetings

Areas for further focus:

1. The development of a long-term vision for the CPCA is critical to its success and urgent following May elections
2. The senior officer team need to make sure the right capacity is in place to support the Mayors priorities and the agreed strategic plan
3. There is an urgent need to put in place a CA Board development plan after the elections
4. In line with recommendations and good practice; and LA stability there needs to be urgent consideration of consistency on O&S and A&G membership
5. Training needs to be provided to O&S and A&G members to help them understand what their role and responsibilities are; and for staff to understand better the role of the committees
6. The need to ensure the CA has capacity (and a workforce plan) to deliver on the stated agenda and future ambitions; and needs not to be afraid to reach out to other CA's for support on preparation for further devolution discussions
7. For future reports to the IIB, progress will be reported using a 'RAG rating' to easily identify where the progress is at, highlights and exceptions; and an executive summary will be included
8. The need to manage the outcomes of the standards investigation

Note: The IIB at its meeting on 22 June asked that the reframed Improvement Plan is reviewed on a regular basis to ensure it is fit for purpose and reflects any additional areas of concern that are raised. This request was built into the report presented to CA Board on 31 May and report to be presented to the Audit and Governance Committee on 9 June.



| Overview & Scrutiny Committee | | Agenda Item |
|--|------------------------------------|-------------|
| 19 June 2023 | | 13 |
| Title: | O&S Committee Draft Work Programme | |
| Report of: | Anne Gardiner | |
| Lead Member: | Cllr Edna Murphy | |
| Public Report: | Yes | |
| Key Decision: | NA | |
| Voting Arrangements: | Majority of members present | |

Recommendations:

| | |
|---|---|
| A | The Committee is requested to note the draft work programme for the municipal year 2023/24 as shown at Appendix 1 and discuss items for the work programme for new municipal year . |
| B | The Committee is requested to review the example work programme at Appendix 2 which would be relevant dependent on the outcomes of the discussions of item 8. |

1. Purpose

| | |
|-----|--|
| 1.1 | Discuss the draft work programme and example work programme and suggest items to be added for future meetings. |
| 1.2 | |

2. Proposal

| | |
|-----|--|
| 2.1 | The Committee review the work programme at Appendix 1 and the example work programme at Appendix 2 for comments and approval for the municipal year 2023/24. |
|-----|--|

3. Background

| | |
|-----|--|
| 3.1 | <p>In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.</p> <p>In considering items for their work programme the Committee are requested to take into account the guidance published by the Centre for Governance and Scrutiny (CfGS) 'Overview and scrutiny in combined authorities: a plain English guide' (Second Edition) which states:</p> |
|-----|--|

| | |
|-----|--|
| | <p>“That where the Committee takes a rigorous approach to prioritising its work, and only placing items on the work programme where they will clearly add value, and where they relate to scrutiny’s role, the work programme will reflect that exercise.”</p> <p>That guidance continues with a section on approaches to shortlisting topics which states when shortlisting topics these “should reflect scrutiny’s overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme”. The kind of questions a scrutiny committee should consider, therefore, might include:</p> <ul style="list-style-type: none"> • Do we understand the benefits scrutiny would bring to this issue? • How could we best carry out work on this subject? • What would be the best outcome of this work? • How would this work engage with the activity of the executive and other decision-makers, including partners? <p>Given the above guidance it is clear that the Committee should plan and manage their activities effectively in order to ensure that there is ongoing development of the overview and scrutiny function. A key tenet of making improvements is to focus upon topic selection and produce more robust work programmes to underpin improved ways of working taking a realistic account of the resources available. Ultimately, Overview and Scrutiny Members will want to be in the position of exerting a proactive and positive influence upon what the Combined Authority does in practice.</p> <p>While an agreed work programme will assist in managing committee activity, it should be recognised that unforeseen matters will arise from time to time that will affect Members’ ability to achieve the goals within an overall work programme.</p> |
| 3.2 | <p>Earlier on the agenda the Committee will have considered how they wish to deliver the scrutiny function at the CPCA going forward – dependent on the outcome of that item members may wish to review the example work programme at Appendix 2 which provide a suggestion of how the new work programme could operate.</p> |

4. Appendices

| | |
|-----|---|
| 4.1 | <p>Appendix 1 – O&S Draft Work Programme 2023/24</p> <p>Appendix 2 – Example Work Programme</p> |
|-----|---|

5. Implications

| | |
|---|--|
| Financial Implications | |
| 5.1 | There are no direct financial implications anticipated with these proposals. |
| Legal Implications | |
| 6.1 | None |
| Public Health Implications | |
| 7.1 | None |
| Environmental & Climate Change Implications | |
| 8.1 | None |
| Other Significant Implications | |

| | |
|-------------------|------|
| 9.1 | None |
| Background Papers | |
| 10.1 | None |

OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24

19 June 2023 @ Fenland DC

| Item: | Title: | Purpose: | Lead: |
|--------------------|---|----------------------|---|
| Standard Items: | | | |
| | <div><input type="checkbox"/> Minutes</div> <div><input type="checkbox"/> Public Questions</div> <div><input type="checkbox"/> CA Forward Plan (inc Lead Member updates)</div> <div><input type="checkbox"/> Work Programme</div> | | |
| Improvement Items: | | | |
| | Improvement Plan Highlight Report | Review and challenge | Nick Bell |
| Accountability: | | | |
| | Mayor & Chief Executive to attend and discuss how Corporate Plan/Business Plans will deliver | Review and challenge | Mayor Nik Johnson/Rob Bridge |
| | Performance Management | | Jules lent |
| | | | |
| Other: | | | |
| | Appointment of Chair of the Committee | | Anne Gardiner |
| | Appointment of Vice-Chair | | Chair |
| | Co-Option of Independent Member | | Edwina Adefehinti |
| | Delivery of the Scrutiny Function | | Jodie Townsend/Anne Gardiner/Kate McFarlane |

| OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24 | | | |
|---|---|----------------------|-------------------|
| 24 July 2023 @ Pathfinder House, Huntingdonshire DC | | | |
| Item: | Title: | Purpose: | Lead: |
| Standard Items: | | | |
| | <div><input type="checkbox"/> Minutes</div> <div><input type="checkbox"/> Public Questions</div> <div><input type="checkbox"/> CA Forward Plan (inc Lead Member updates)</div> <div><input type="checkbox"/> Work Programme</div> | | |
| Improvement Items: | | | |
| | Improvement Plan Highlight Report | Review and challenge | Angela Probert |
| Accountability: | | | |
| | Housing Review | | Cllr Van De Weyer |
| | | | |
| Other: | | | |
| | | | |

| OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24 | | | |
|---|---|--|------------------------|
| 18 September 2023 @ Town Hall Peterborough City Council | | | |
| Item: | Title: | Purpose: | Lead: |
| Standard Items: | | | |
| | <div><input type="checkbox"/> Minutes</div> <div><input type="checkbox"/> Public Questions</div> <div><input type="checkbox"/> CA Forward Plan (inc Lead Member updates)</div> <div><input type="checkbox"/> Work Programme</div> | | |
| Improvement Items: | | | |
| | Improvement Plan Highlight Report | Review and challenge | Angela Probert |
| Accountability: | | | |
| | Budget Scrutiny | Update on the budget planning process for the 2024-25 Budget and MTFP Review of the current position of the Budget and MTFP | Nick Bell/Robert Emery |
| Other: | | | |
| | | | |

| OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24 | | | |
|---|---|----------|-------|
| 27 November 2023 @ Pathfinder House, Huntingdonshire DC | | | |
| Item: | Title: | Purpose: | Lead: |
| Standard Items: | | | |
| | <div><input type="checkbox"/> Minutes</div> <div><input type="checkbox"/> Public Questions</div> <div><input type="checkbox"/> CA Forward Plan (inc Lead Member updates)</div> <div><input type="checkbox"/> Work Programme</div> | | |
| Improvement Items: | | | |
| | | | |
| Accountability: | | | |
| | Mayor’s Question Time | | |
| | | | |
| Other: | | | |
| | | | |

| OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24 | | | |
|--|---|---|-------|
| 29 January 2024 @ Pathfinder House, Huntingdonshire DC | | | |
| Item: | Title: | Purpose: | Lead: |
| Standard Items: | | | |
| | <div><input type="checkbox"/> Minutes</div> <div><input type="checkbox"/> Public Questions</div> <div><input type="checkbox"/> CA Forward Plan (inc Lead Member updates)</div> <div><input type="checkbox"/> Work Programme</div> | | |
| Improvement Items: | | | |
| | Improvement Plan Highlight Report | | |
| Accountability: | | | |
| | Budget Scrutiny | Members to provide feedback on consultation | |
| | | | |
| Other: | | | |
| | | Page 56 of 58 | |

| OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24 | | | |
|--|---|----------|-------|
| 18 March 2024 @ Town Hall, Peterborough City Council | | | |
| Item: | Title: | Purpose: | Lead: |
| Standard Items: | | | |
| | <div><input type="checkbox"/> Minutes</div> <div><input type="checkbox"/> Public Questions</div> <div><input type="checkbox"/> CA Forward Plan (inc Lead Member updates)</div> <div><input type="checkbox"/> Work Programme</div> | | |
| Improvement Items: | | | |
| | | | |
| Accountability: | | | |
| | | | |
| | | | |
| Other: | | | |
| | | | |

| Overview and Scrutiny Development Programme 23/24 | | | | |
|---|-----------------|--------------------------|--------------------------------|------------|
| Date: | Item: | Provider: | Purpose: | Lead: |
| 13 th July 2023 | Corporate KPI's | Jules lent/James Calling | Briefing session for Committee | Jules lent |
| | | | | |
| | | | | |

Options for delivering CPCA Overview & Scrutiny

A Option A could operate a work programme similar to this draft example:

| | 19 June | 24 July | 18 September | 27 November | 29 January | 18 March |
|---------------------------------------|--|---|--|--|---|--|
| Strategic Priority Area Review | | Achieving Good Growth Economic Growth Implementation Plan | Increased Connectivity Strategic approach to Bus Services-Franchising | Enabling Resilient Communities Climate Change | | Skills & Employment Delivery of Lifelong learning and workforce skills |
| Decision Scrutiny | <input type="checkbox"/> Focus on upcoming issues for decision at Board or Thematic Committees as identified through review of Forward Plan in informal OSC, seeking to be engaged as early as possible. <input type="checkbox"/> Standard item to review and comment on Board Agenda Items/ Decisions for each CPCA Board Meeting. <input type="checkbox"/> Rapporteur role to highlight Thematic Committee upcoming decisions (as early as possible) that may require OSC review | | | | | |
| Strategic Performance | Corporate Plan Review of strategic performance against strategic KPIs | Achieving Good Growth Review progress of KPIs + Deliverables | Increased Connectivity Review progress of KPIs + Deliverables | Enabling Resilient Communities Review progress of KPIs + Deliverables | Corporate Plan Review of strategic performance against strategic KPIs | Skills & Employment Review progress of KPIs + Deliverables |
| Corporate Performance topics | Focus on strategic performance issue as identified as requiring OSC attention through informal OSC meeting review of Corporate Performance Dashboard | | | | | |
| Major Projects | Focus on Major Projects review and challenge as identified as requiring attention through informal OSC meeting review of Major Projects Dashboard | | | | | |
| Accountability | Mayor/ CEX How Corporate Plan/ Business Plans will deliver? | Mayor QT Mayoral Ambitions Review | Chair T&I Committee Review Priority Area + Cttee activity | Chair E&SC Committee Review Priority Area + Cttee activity | Mayor QT Corporate Plan + Mayoral Ambitions Review | Chair S&E Committee Review Priority Area + Cttee activity |
| Budget Scrutiny Deep Dive | | Budget Scrutiny: MTFP & Budget Prep | Budget Scrutiny: Review developing budget proposals and consider issues | Budget Consultation Review of proposed consultation plans | Draft Budget Review of consultation results - proposed budget | |
| Deep Dives | Deep Dives commissioned by OSC when significant issue of performance/ partnership/ regional/ corporate plan delivery concern is identified through OSC activity | | | | | |
| Rapporteur Activity | Rapporteurs assigned to shadow Thematic Committees/ Business Board OR Portfolio Lead Members and report back on opportunities for policy review and development | | | | | |