

## Reframed Improvement Plan activity

The 3 themes for improvement identified within the Best Value Notice are:

1. **Continuous Improvement**
2. **Culture**
3. **Strategic Ambition**

**In addition to the above workstreams Partnerships sits across all three but will be managed within Strategic Ambition**

The outline improvement plan below sets out outcomes and associated key activities over the next 6 months to address the key areas of concerns and any outstanding elements from phase 2 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.

<b>Continuous Improvement</b>			
<b>Outcome</b>	<b>Key areas of identified improvement in the Best Value Notice</b>	<b>Activities to deliver identified outcome</b>	<b>Timeline</b>
A robust and transparent procurement provision within the CA that enables social, financial & operational value	<b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.	<ul style="list-style-type: none"> <li>• develop KPIs to demonstrate social, operational and financial value</li> <li>• Undertake internal audit of procurement phase 2 improvement plan and implement recommendations</li> <li>• Develop procurement hub as a centre of excellence for the Authority and its partners</li> </ul>	30 <sup>th</sup> June 2024
A constitution and governance structure	<b>BVN</b> - Continue to implement and embed the changes agreed by the	<ul style="list-style-type: none"> <li>• complete review of ToR and operations for the Business Board</li> </ul>	31 <sup>st</sup> May 2024

<p>that is tested and reviewed on a regular basis to ensure it remains compliant, fit for purpose and relevant</p>	<p>Combined Authority Board as part of the improvement plan.  <b>EY</b> – Governance arrangements of subsidiary companies reviewed and improved</p>	<ul style="list-style-type: none"> <li>• Review existing governance structures in advance of new municipal year (annual review)</li> <li>• Develop calendar for future reviews of the Constitution</li> <li>• Finalise implementation of the improvements for O&amp;S</li> <li>• Implement Investment Committee (linked to SAF development) for new municipal year</li> </ul>	
<p>A robust and transparent process for managing decision making associated with funding arrangements within the CA</p>	<p><b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.</p>	<ul style="list-style-type: none"> <li>• implement main changes from approved SAF by amending existing processes and developing new ones</li> <li>• Refine and implement proposed project prioritisation processes</li> <li>• Develop new monitoring and evaluation framework to support SAF</li> <li>• Train all key personnel (including partners) on new and revised processes</li> <li>• Development mechanisms to demonstrate impact of SAF and review its operation annually</li> </ul>	<p>31<sup>st</sup> July 2024</p>
<p>Risk Management that enables the CA to make better decisions, using the agreed risk appetite to reduce negative impacts and is tested and audited</p>	<p><b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.</p>	<ul style="list-style-type: none"> <li>• implement recommendations from recent internal audit of risk, including embedding the risk software at directorate level</li> <li>• Undertake series of deep dives into major strategic risks at A&amp;G Committee</li> <li>• Develop further ongoing training in risk across the organisation and, where applicable, with partners to ensure full understanding of benefits of risk management and the processes to support this</li> </ul>	<p>31<sup>st</sup> May 2024</p>

		<ul style="list-style-type: none"> <li>Undertake annual review of risk framework and processes</li> </ul>	
Performance Management within the CA provides the basis for better decision making & under pins delivery.	<b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.	<ul style="list-style-type: none"> <li>Develop and refine metrics within existing performance reporting framework, including setting of targets and baseline data</li> <li>Where indicators are based on lagging national data sets develop proxy measures/lead indicators to help monitor progress in a more timely manner</li> <li>Develop further engagement and training with staff in CPCA and partners to ensure continued understanding of the use of performance metrics to aid decision making</li> <li>Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value.</li> </ul>	31 <sup>st</sup> July 2024
<b>Culture</b>			
<ul style="list-style-type: none"> <li>Officers continue to embrace and work according to our defined CIVIL values and behaviours</li> </ul>	<b>BVN</b> - Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes.	<ul style="list-style-type: none"> <li>Review officer feedback from the most recent staff survey and staff conference to identify suggested areas for improvement</li> <li>Establish SLT network as a collaboration/ partnership network</li> <li>Continue to develop and schedule officer training sessions</li> <li>Maintain and develop partnerships with Trade Unions</li> <li>Staff recognition through staff award events, linked to values</li> <li>Review and track LEAP appraisals completions</li> </ul>	31 <sup>st</sup> July 2024
<ul style="list-style-type: none"> <li>Focus on CA Board consideration of their public duties according to our</li> </ul>	<b>BVN</b> - Continue to implement and monitor cultural change across the organisation, for both officers and	<ul style="list-style-type: none"> <li>Continue to develop and schedule Member Training Sessions and develop additional activities to encourage higher participation rates</li> </ul>	31 <sup>st</sup> July 2024

<p>defined CIVIL values and behaviours</p>	<p>members, with a focus on measurable outcomes.  <b>BVN</b> - Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area... We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to.</p>	<ul style="list-style-type: none"> <li>• Consider the timing of Board Member Objective Setting Sessions</li> <li>• Work with delivery partners (e.g. LGA) to develop a programme of activities to raise further awareness of our CIVIL values amongst CA Board Members and to encourage members to further embrace those values</li> <li>• IIB working with CA Board members to support the above action – engaging with CA Board members to offer support &amp; challenge to enable to be effective</li> <li>• Focus on Leadership role of the CA Board and their contribution &amp; sign off of the Strategic Ambition documents – linked to Strategic Ambition, Priorities &amp; Partnerships</li> </ul>	
<p><b>Strategic Ambitions, Priorities and Partnerships</b></p>			
<p>Adopt a shared evidence base to underpin our Shared Ambitions, Priorities and Lobbying, enabling the region to speak with a unified voice.</p>	<p><b>BVN</b> - Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA's approach to further devolution.</p>	<ul style="list-style-type: none"> <li>• Adoption of the 2024 State of the Region Review Production of the State of the Region dashboard</li> <li>• Development of a Devo 4 submission in readiness for the opportunity</li> </ul>	<p>31<sup>st</sup> July 2024</p> <p>Ongoing</p>
<p>Co-ordinate, convene and facilitate the delivery of a Shared Ambition for the Cambridgeshire &amp;</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Initial engagement phase 1 (Board/ CEX workshop, stakeholder workshop, web presence launched) completed</li> </ul>	<p>End March 2024</p> <p>End July 2024</p>

Peterborough, enabling the region to speak with a unified voice.		<ul style="list-style-type: none"> <li>• Ambition Engagement phase (Board / CEX workshops, stakeholder workshops, online activities, forum and resident engagement) completed</li> <li>• Adoption of a Shared Ambition &amp; Priorities</li> </ul>	31 <sup>st</sup> October 2024
Co-ordinate the joint, promotion and championing of the region to attract funding and inward investment to deliver our region's vision and strategic priorities.	As above	<ul style="list-style-type: none"> <li>• Promote the region through the presence of the first Cambridgeshire &amp; Peterborough pavilion and associated events at UKREF</li> <li>• Production of a new Cambridgeshire &amp; Peterborough Inward Investment Prospectus</li> </ul>	31 <sup>st</sup> May 2024  31 <sup>st</sup> May 2024
Coordinate, convene, lobby and influence one combined voice for the region's transport and infrastructure investment priorities to unlock barriers to growth and focusing on what can be achieved collectively.	As above	<ul style="list-style-type: none"> <li>• Coordinate, convene and influence through the Transport Summit</li> <li>• Adopted Infrastructure Delivery Framework (IDF)</li> <li>• Delivery of a Comms and Public Affairs Strategies underpinning transport summit and IDF</li> </ul>	End June 2024  31 <sup>st</sup> March 2024 30 <sup>th</sup> June 2024
			
Coordinate, convene and influence with one combined voice for the region's devolution opportunities and future national policy, enabling additionality for the region	As above	<ul style="list-style-type: none"> <li>• Work with Combined Authority Board, constituent Council CEXs and partners to develop future devolution opportunities</li> <li>• Working with UK Mayors and UK Mayor networks to collectively shape the future Devo opportunities and future national policy</li> </ul>	31 <sup>st</sup> July 2024  On-going

<p>through focusing on what can be achieved collectively.</p>			
<p>Proactive communication with partners and stakeholders utilising a wide range of channels to improve our reach and engagement and demonstrate our positive impact</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Embedding member e-newsletter</li> <li>• Launching a new stakeholder e- newsletter</li> <li>• Revamping the Combined Authority website</li> </ul>	<p>31<sup>st</sup> July 2024  End June 2024  31<sup>st</sup> March 2025</p>