

Programme Level Highlight Report

for the Period:

1 June to 31 July 2024

**Improvement Plan Phase 3
Programme Level Highlight Report for the Period:**

Period – 1st June 2024 – 31st July 2024

Lead Executive Director Overview

The Combined Authority received a further Best Value Notice at the end of January 2024 for a period of 6 months, covering four main areas:

- Shared Ambition/Vision
- Culture
- Embedding improvements made already
- Partnerships

The CPCA Board approved a revised (Phase 3) Improvement Programme to run to the end of July 2024 with additional resources to support it. The revised Programme incorporates the first three areas noted above as separate workstreams, each with a dedicated CMT lead, and recognises that improvements to Partnerships span all three of those other areas. The third area (Embedding improvements) was extended to include the development of processes for Continuous Improvement in the Authority in the future.

June saw continued focus on the Improvement Plan whilst being mindful of the election period restrictions. Work continued at pace on the State of the Region and Shared Ambitions work:

1. All Committee Member Workshop – 13 June 2024
2. State of the Region and Shared Ambition Working Group – 17 June 2024
3. Shared Ambitions workshop 3 for Board and CEXs – 27 June 2024

The output from the workshops has fed into the first draft of the Shared Ambition Framework. This has been shared with partners for feedback and is to be reviewed as part of the third Stakeholder Workshop on 8 July 2024.

The embedding of the SAF is ongoing with dates confirmed for Investment Panel and Investment Committee now agreed.

Risk training has been concluded across the organisation and the new online system is in place and being used.

The Authority continues to collate evidence of the work being carried out on the Improvement Plan and this is presented to the IIB at each meeting. As part of this documents have also been developed to support the Authority's position with regards to Best Value Organisations which will be used with colleagues from DLUHC

Key activities included:

- CIVILS staff award ceremony
- Third Internal Audit related to the Improvement Plan (Continuous Improvement) has started- due to conclude 19 July 2024
- 3 workshops focusing on the Shared Vision & Strategic Ambition have been held
- Engagement on the SAF across directorates has been started – due to complete end of July

To prepare the organisation for the future, plans are being drawn up for the work that will be needed after the Improvement Plan with a focus on embedding good practice and continuous improvement within the CA.

RAG Status		
	This Period	Last Period
Culture Change	Green	Green
Continuous Improvement	Green	Green
Strategic priorities and ambitions and broader partnership working	Green	Green

Programme Governance

Workstream Highlight Reports

Culture Change	
Project Description: The project aims to address the issue highlighted in the Best Value letter around cultural change within the organisation for both officers and members. The objective of the project is: To continue to ensure that officers and members are equipped to embrace and commit to work according to our defined CIVIL values	
Project Outputs: <ol style="list-style-type: none">1. A plan is in place to address areas for improvement as identified through officer feedback.2. An effective Senior Leadership Team network is launched and established.3. An appropriate officer training program is developed and scheduled with an effective feedback mechanism to evaluate the delivered training sessions.4. An action plan is developed to continue our partnerships with trade unions.5. Officer commitment, work ethic and exemplified adoption of our values and behaviours is recognised via a well-structured and organised staff awards events programme.6. The LEAP Appraisals system is reviewed and analysed to produce a report on completion rates and a plan is developed to address any identified issues.7. The established programme of member training sessions continues to be reviewed and scheduled.8. The established process for member inductions continues to be reviewed and delivered together with the Member Induction Pack.9. A programme of activities is developed to raise further awareness of our CIVIL values amongst CA Board Members and to encourage members to further embrace those values. Additionally:<ol style="list-style-type: none">a. A delivery partner (e.g. LGA) is identified and secured to assist with the development and (independent) delivery of the programmeb. The IIB is engaging with CA Board Members to support and challenge10. The CA Board is able to exemplify an effective leadership role, demonstrated via its contribution to the development of the Strategic Ambition.	
Project Outcomes: <ul style="list-style-type: none">• Officers continue to embrace and work according to our defined CIVIL values and behaviours.• Focus on CA Board consideration of their public duties according to our defined CIVIL values and behaviours.	
Workstream Sponsor:	Judith Barker
Project Manager/s:	Peter Tonks
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date:	31/07/2024
Forecast Completion Date:	31/07/2024

Reporting Period:		01/06/2024 – 31/07/2024																														
Culture Change - Project Status	This Period:	Green																														
	Previous Period:	Green																														
Culture Change – June and July Project Update:																																
<ul style="list-style-type: none"> The CIVILS Awards were held on June 24th at St Neots Football Club, with over 100 staff members in attendance. Ten awards were presented to teams and individuals from across the CPCA, celebrating the exceptional work done over the past year. The awards particularly highlighted those who have exemplified the Combined Authority’s CIVIL values and behaviour framework. These awards aim to give employees a voice, making them feel heard and appreciated. They recognise and reward the excellent work of our staff, helping to further embed our CIVIL values. In July, we reviewed feedback from the event and the Communications Team also measured engagement with the event on LinkedIn. This is the most successful HR event we have held to date, (1/4 of all staff posted about the event). It has boosted the combined authority’s reputation on social media and helped to promote our CPCA Employer Brand. LEAP appraisals have continued into June and July (97% completion rate regarding looking back paperwork received, and 92% completion rate looking forward paperwork received). The feedback contained within the appraisals will be used to inform scheduling and content for staff training and development sessions. We have started reviewing the requests, alongside identifying organisation-wide training needs. The second and third SLT Network meetings took place on 3rd June and 11th July respectively. These were well attended and Terms of Reference for the meeting were agreed as planned with future meetings now diarised and due to take place monthly. Place and Connectivity Away Day was held on 11 June with a focus on the staff survey, collaboration and embedding the Directorate Business Plans into future looking LEAPs. Building on the May workshop of Place Directors a paper to Public Service Board about how the constituent authorities place directors work better together for the benefit of the area was developed for the 18 July meeting. Induction and training sessions to support Members in their roles have commenced and these have been attended as follows: 																																
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- LGA/IIB activity with Board members continues.

The workstream status remains green as officer-based activities continue and have been completed appropriately. Furthermore, LGA/IIB-led member-based activity continues, and the latest schedule of induction and training sessions for members has commenced. These member support activities remain scheduled and available for members to participate accordingly.

Culture Change: Workstream Sponsor Comments: (Judith Barker)

June and July have seen much of the cultural workstream move into deeper and wider phases across and outside the core organisation. The success of the CIVILs awards and the atmosphere at that event of valuing colleagues' contributions across those values was powerful and the progress of Place Directors coming together to collaborate across the place system shows this is working across the local government system.

Culture Change - Key Milestones/Activities this Period:		Status
1	Complete Terms of Reference for SLT Network	Complete
2	Second and Third SLT Network Meeting	Complete
3	All LEAPs to be completed	Complete
4	Staff Awards ceremony	Complete
5	Member Induction and Training Sessions to commence	Complete/Sessions ongoing through to 2025
6	IIB/LGA member support sessions to continue	Sessions ongoing

Culture Change - Key Milestones/Activities Planned for Next Period:	
1	Continue to plan and schedule staff training sessions
2	Member Induction and Training Sessions to continue as scheduled
3	IIB/LGA member support sessions to continue

Culture Change - Project Risks:		
	Risk Description	Mitigation
1	Board Members unwilling/unable to engage in specific support activities designed to encourage collaboration and cohesion and to embed the CIVIL values leading to continued reputational risk and best value notice not being lifted.	Continue to focus on and develop the specific LGA/IIB activities that are designed to address this. Ensure able to demonstrate that activity is planned and promoted, and that the opportunity to contribute/partake in the activities is available to members who do not (wish to) initially engage.
2	Given the timescales for the project, there may not be sufficient time for the outcomes to be realised and subsequently evidenced. This is particularly	Evidence section added to monthly Highlight Report to evidence ongoing progress (below); Evidence folder created within Culture folder; and

	difficult given that the project is based on cultural change which takes time to take effect/impact. This could result in a Best Value Notice remaining.	gathering evidence is a standing item on the Culture meeting agenda. Where specific outcomes cannot be evidenced (e.g. activity or outputs will occur following the end of the Project Period), demonstrate activity that has happened towards the output.
Culture Change – Evidence Gathering		
What have we done?	CIVILs Awards Ceremony	
How did we do it?	<ul style="list-style-type: none"> Planned and held on June 24th at St Neots Football Club Award categories were identified and linked to organisational values A nomination and selection process was developed and followed for the awards The ceremony was marketed and promoted to staff to ensure high participation 	
Who did it include?	All staff invited with 100 in attendance	
What will it achieve/what are the benefits?	<ul style="list-style-type: none"> The awards empower employees by recognising their excellent work and reinforcing our CIVIL values. 	
Culture Change - Report Completed By:		Peter Tonks
Completion Date:		06/08/2024

Continuous Improvement

Project Description: The project aims to address the issue highlighted in the Best Value letter around continued improvement within the Combined Authority. The project is undertaken as part of Phase Three of the wider Improvement Programme for the Combined Authority.

To embed the changes implemented in Phase 2 and ensure that there are robust processes in place that have focus on user engagement, user experience and on agile ways of working to support the continuous improvement of the Combined Authority in relation to the areas highlighted in the BVN.

Commit, through strong partnership working at both officer and member level, to ensure the organisation is seen as credible, stable and robust in its delivery across the region, providing excellent governance and scrutiny. The CPCA will guarantee that the processes and procedures to govern the organisation are robust and audited internally and externally to provide further reassurance to local government partners and central government. This work is also important in informing CPCA's approach to further devolution.

Project Outputs:

- Procurement –
 - Develop KPIs to demonstrate social, operational and financial value
 - Undertake internal audit of procurement phase 2 improvement plan and implement recommendations
 - Develop procurement hub as a centre of excellence for the Authority and its partners
- Governance -
 - Complete review of ToR and operations for the Business Board
 - Review existing governance structures in advance of new municipal year (annual review)
 - Develop calendar for future reviews of the Constitution
 - Finalise implementation of the improvements for O&S
 - Implement Investment Committee (linked to SAF development) for new municipal year
- A restructured Project Management Office
- A single process for managing funding applications within the CPCA, including:
 - Implement main changes from approved SAF by amending existing processes and developing new ones
 - Refine and implement proposed project prioritisation processes
 - Train all key personnel (including partners) on new and revised processes
 - Development mechanisms to demonstrate impact of SAF and review its operation annually
- Risk Management –
 - Implement recommendations from recent internal audit of risk, including embedding the risk software at directorate level
 - Undertake series of deep dives into major strategic risks at A&G Committee
 - 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
 - Undertake annual review of risk framework and processes
- Performance management –
 - Develop and refine metrics within existing performance reporting framework, including setting of targets and baseline data
 - Where indicators are based on lagging national data sets develop proxy measures/lead indicators to help monitor progress in a timelier manner

- 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
- Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value.
- Monitoring & Evaluation –
 - Develop a draft M&E framework

Project Outcomes:

- A robust and transparent procurement provision within the CA that enables social, financial & operational value
 - A constitution and governance structure that is tested and reviewed on a regular basis to ensure it remains compliant, fit for purpose and relevant
 - A robust and transparent process for managing decision making associated with funding arrangements within the CA
 - Risk Management that enables the CA to make better decisions, using the agreed risk appetite to reduce negative impacts and is tested and audited
 - Performance Management within the CA provides the basis for better decision making & underpins delivery.
- Monitoring & Evaluation procedures in draft which includes review arrangements and a formal change process

Workstream Sponsor:	Janice Gotts
Project Manager/s:	Louisa Simpson
PMO Support:	Heidi Robinson
Agreed Completion Date:	31/07/2024
Forecast Completion Date:	31/07/2024

Reporting Period:		01/06/2024 – 31/07/2024
Continuous Improvement Project Status	This Period:	Green
	Previous Period:	Green

Continuous Improvement – June and July Project Update:

The Continuous Improvement Internal Audit was completed through June and another positive report was received at the end of w/c 15th July with no exception findings.

Single Assurance Framework (SAF) communication and engagement has continued through weekly Happenings updates, videos and meetings with Directorates. Twice weekly SAF drop-in sessions have been scheduled until end of September to provide further engagement opportunity and the first took place on 30th July. The partner working group is being reconvened to engage on the SAF, Performance Management Framework (PMF) and Monitoring & Evaluation Framework (MEF). Beyond this, to offer an opportunity for ongoing collaboration and sharing of best practice/lessons for continual improvement.

The officer led Investment Panel has started to meet to review Concept Forms, Business Cases and Change Requests in line with the SAF process. Feedback has been shared with officers submitting and presenting forms with a view to progressing them through the appropriate approval routes (Chief Executive, Investment Committee or Board) once they are ready. The first meeting of the Investment Committee is scheduled for 29 August, with a development session for Committee members in July.

Business Case training is being designed to align with roles & responsibilities within the SAF. The training will vary in length and complexity with some focusing on writing a Business Case and others focusing on reviewing Business Cases and providing scrutiny. Current staff capacity and capability is also being considered and it is being discussed whether staff would first benefit from internal sessions on 'How to write a Business Case' before progressing with more complex external training. Lessons are being taken forward from previous training undertaken to inform this training.

Recruitment to the PMO is ongoing with two new programme manager permanent roles having gone to the job evaluation panel and graded. Interim support in place for the PMO.

Training surveys are ready to issue on Smart Survey and will be issued once APM Revision sessions have taken place with staff and partners in August to ensure that the full impact of the training can be captured and assessed.

A Single Project Register (SPR) ways of working document has been produced and published on the PMO Hub. Periodic reviews are soon to take place to maintain and monitor the SPR to ensure it is kept up to date and relevant.

The PMO Hub continues to be updated with new resources such as the Change Delivery Handbook and Project Management Plan (PMP) as communicated in the Happenings. The SAF calendar of Investment Panel and Committee dates has also been added.

4Risk software training took place with staff on 14th June. The first risk deep dive also took place at A&G on 18th July. A&G agreed the schedule of deep dive dates moving forward.

Implementation of the PMF is progressing with a report on implementation progress taken to CMT on 3rd June and A&G on 20th June. Additional resource capacity is now in place to enable the full implementation of the framework. The Q4 Performance report was taken to O&S on 11th July and Board on 24th July.

The planned refresh of the MEF is dependent on internal resource and the re-establishment of partner collaboration structures. Recruitment of additional capacity into the Policy, Insight and Performance team has been successful and additional resource is now in place. The SAF external working group is being reconvened. The implementation of the revised MEF will also help to inform the MTFP 2025/26 budget setting. Implementation of the MEF will take a test and learn approach with the LTCP as an initial test programme in order to meet the commitment of bringing a review of LTCP M&E progress to TIC in October.

A list of draft Procurement KPIs have been produced and discussed at a meeting on 15th July and these are now being moved forward by the Performance Team. The Procurement Hub for partners has evolved into a comprehensive Partner Hub, not just including information on Procurement but also on Governance, Single Assurance Framework, Risk Framework and other relevant areas. It was discussed whether this could tie in with the Members Hub, but it has been concluded that a separate Partner Hub will need to be created to ensure the content is relevant for both audiences.

A report was taken to CA Board on 5th June to review existing governance structures in advance of the new municipal year and to agree the review timetable of which both were agreed.






Improvements for O&S were finalised and these went to O&S on 11th July and Board on 24th July.

A meeting was held on 14th June to discuss the strategic prioritisation process. It was concluded that further work needs to be undertaken before this can be taken back to CMT and then implemented.

Continuous Improvement – Workstream Sponsor Comments:		
<p>The position remains positive, with continuing progress to further improve and strengthen processes, procedures, reporting and documentation with clear signs of embedding good practice across the organisation supported through training. The SAF has gone live, and the Investment Panel has met on several occasions as part of the planned governance, with Investment Committee scheduled for the end of August. Work is ongoing regarding the development of the Single Project Register and the refresh of the monitoring and evaluation framework, helping to inform future investment and decision making.</p> <p>There is good engagement from officers, partners, elected members and other stakeholders as evidenced by the participation in the shared ambition work across the region.</p>		
Continuous Improvement - Key Milestones/Activities this Period:		Status
1	Develop Procurement KPIs	Complete
2	Develop Partner Hub containing Procurement etc	Ongoing
3	Investment Panels held and submissions reviewed	Completed
4	Investment Committee implementation and induction	Complete
5	Refine and implement project prioritisation processes	Ongoing
6	New uploads to the PMO Hub	Complete
7	Business Case training planning	Ongoing
8	Internal Audit with no exceptions	Complete
9	SAF drop-in sessions scheduled	Complete
10	PMO Programme Manager roles graded	Complete
11	Training survey created for staff/partners	Complete
12	SPR ways of working document created	Complete
13	PMF reports CMT 3 rd June and A&G 20 th June	Complete
14	Recruitment to Policy team	Complete
15	Governance review timetable agreed Board 5 th June	Complete
16	Prioritisation process meeting 14 th June	Complete
17	O&S improvements finalised and went to O&S 11 th July and Board 24 th July	Complete
18	4risk software staff training 14 th June	Complete
19	Risk deep dive at A&G 18 th July and schedule of deep dive dates agreed	Complete
20	Q4 Performance report taken to O&S on 11 th July and Board on 24 th July	Complete
Continuous Improvement - Project Risks:		
	Risk Description	Mitigation
1	Capacity to implement and embed Single Assurance Framework in timescales	Regular meetings between PMO and Proteus. Handover of works through June-August. Programme Manager roles graded and going to recruitment before subsequent roles go live. SAF roles and responsibilities

		are clear and defined within the PMO team.
2	Works not appropriately phased into BAU	Project plan tasks have been reviewed and the end dates accurately reflected. Tasks in progress will move to Directorate Business Plans/ BAU and this will be mapped clearly on a spreadsheet, then circulated to the responsible owners to ensure that this work is appropriately carried over. The group will also continue to meet until a closedown plan is in place.

Continuous Improvement – Evidence Gathering

What have we done?	<ol style="list-style-type: none"> 1. RSM Internal Audit 2. Happenings updates 3. Single Assurance Framework (SAF) & Risk videos: SAF Implementation – the why, the how and the when (youtube.com) SAF Myth Busting – Separating fact from fiction (youtube.com) Quick Start Guide to the SAF (youtube.com) SAF – The Myth vs The Truth (youtube.com) Why Manage Risk? (youtube.com) What is a Project Risk? (youtube.com) Service and Corporate Level Risks (youtube.com) 4. Training feedback survey 5. Single Project Register (SPR) and ways of working document 6. Governance structures review timetable 7. Procurement KPIs 8. Performance Management reports to CMT and A&G 9. Q4 performance reports to O&S and CA Board 10. O&S improvements that went to O&S and Board 11. 4Risk software platform and training slides 12. Risk deep dive report and schedule of dates that went to A&G 13. PMO Hub for internal access to the SPR, SAF, Risk Management Framework, Change Control Process & resources such as the SAF calendar of meeting dates <p style="text-align: center;">Welcome to the Programme Management Office (PMO) Hub</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> Collaboration</div> <div style="text-align: center;"> Integrity</div> <div style="text-align: center;"> Vision</div> <div style="text-align: center;"> Innovation</div> <div style="text-align: center;"> Leadership</div> </div> <p style="text-align: center; font-size: small;">The Team Project Resources Highlight Reports Contact</p> <p>Project Resources</p>
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Highlight Reports

03. Performance Reporting

Contact

PO Programme Management Offi...

Single Assurance Framework (SAF)

Learn more →

Single Project Register


Project Tools


Change Delivery Handbook

Learn more →

Templates

Please note the below Concept Paper, Business Case, Change Request, Risk & Issue Register, Highlight Report and Project Closure our Projects & Programmes. The other templates are examples of good practice and will hopefully help to support your Projects &

 Concept Paper Template

 Business Case Template

 Project Management Plan (PMP)

SAF – Key Dates

MONTH	Submission Date to PMO (3 working days before Agenda publishing)	Investment Panel Agenda Issued (1 week prior)	Investment Panel - 2 weeks prior to Committee submission	Submission to CPCA CEO (Items under £1m only) (1 week after)	Draft Reports Uploaded to shared folder by Spm (having been reviewed by Director / LO & all implications completed)	Legal & Finance Review by	Executive Director's Final Review	Agenda Publication (1 week prior)	Investment Committee Meeting Date
July	Fri 05/07/24	Wed 10/07/24	Wed 17/07/24	Wed 24/07/24	n/a	n/a	n/a	n/a	n/a
August	Wed 17/07/24	Mon 22/07/24	Mon 29/07/24	Mon 05/08/24	Thu 08/08/24	Wed 14/08/24	Fri 16/08/24	Tue 20/08/24	Thu 29/08/24
September	Mon 19/08/24	Thu 22/08/24	Thu 29/08/24	Thu 05/09/24	Tue 10/09/24	Mon 16/09/24	Wed 18/09/24	Fri 20/09/24	Mon 30/09/24
October	Mon 09/09/24	Thu 12/09/24	Thu 19/09/24	Thu 26/09/24	Tue 01/10/24	Mon 07/10/24	Wed 09/10/24	Fri 11/10/24	Mon 21/10/24
November	Mon 14/10/24	Thu 17/10/24	Thu 24/10/24	Thu 31/10/24	Tue 05/11/24	Mon 11/11/24	Wed 13/11/24	Fri 15/11/24	Mon 25/11/24
December	Mon 04/11/24	Thu 07/11/24	Thu 14/11/24	Thu 21/11/24	Tue 26/11/24	Mon 02/12/24	Wed 04/12/24	Fri 06/12/24	Mon 16/12/24
January	Mon 02/12/24	Thu 05/12/24	Thu 12/12/24	Thu 19/12/24	Thu 12/12/24	Wed 18/12/24	Fri 20/12/24	Fri 03/01/25	Mon 13/01/25
February	Mon 30/12/24	Thu 02/01/25	Thu 09/01/25	Thu 16/01/25	Tue 21/01/25	Mon 27/01/25	Wed 29/01/25	Fri 31/01/25	Mon 10/02/25
March	Mon 03/02/25	Thu 06/02/25	Thu 13/02/25	Thu 20/02/25	Tue 25/02/25	Mon 03/03/25	Wed 05/03/25	Fri 07/03/25	Mon 17/03/25

- It is vital that all Business Cases have had appropriate engagement with all impacted Shared Service areas e.g. Finance, Procurement etc prior to submission to the PMO
- PMO will perform a triage on all Concept Papers and Business Cases and will provide initial feedback to help support the documentation progress through the Investment Panel
- For any help or support in progressing through the SAF, please contact the PMO

How did we do it?

1. Audit – evidence gathering with colleagues and close comms with RSM
2. Comms – Happenings, Videos and PMO Hub
3. SAF Engagement – Directorate/team meetings and Partner working group
4. Various Reports – taken to meetings as below
5. Governance – CMT, O&S, A&G and CA Board

	<ol style="list-style-type: none"> 6. Meetings – KPIs developed and Business case training discussions 7. HR panel – Programme Manager PMO job roles graded 8. Training – 4Risk Software training carried out 9. SharePoint – Partner Hub being created 10. Smart Survey – training survey created 11. Recruitment – Policy team recruited roles 12. Investment Panel/Committee – close comms between PMO and Democratic Services to ensure alignment, close comms between PMO and PM’s submitting documents to ensure best versions put forward and PMO mechanisms developed for checking new submissions within required timescales to ensure the information can reach the next approval step in time
Who did it include?	<ol style="list-style-type: none"> 1. PMO team 2. Comms team 3. Policy team 4. Procurement team 5. Democratic Services 6. Human Resources 7. Proteus consultants 8. CMT 9. SMT 10. A&G 11. RSM
What will it achieve/what are the benefits?	<ol style="list-style-type: none"> 1. Internal Audit with no exceptions providing confidence to all stakeholders 2. Effective comms and engagement will increase understanding of SAF process to ensure appropriate governance followed by staff and partners 3. Confidence in writing quality Business Cases to set up projects for success 4. Staff and partners will have access to the most up to date frameworks, processes and resources in one central place on the PMO Hub 5. Procurement KPIs will help to manage compliance and ensure performance 6. Investment Panel and Committee will ensure sound investment decisions made 7. Increased PMO capacity to better support the SAF and new offerings 8. Training surveys to ensure full impact of training captured and assessed 9. Single Project Register single source of the truth to ensure visibility on projects and ways of working document to support the governance to ensure followed 10. 4Risk training will ensure appropriate Risk process adhered to 11. A&G risk deep dives will allow greater control and scrutiny over risk management 12. Reports on performance implementation progress will provide confidence to CMT and A&G that we will deliver what we set out to deliver 13. Q4 performance reports will provide overview and assurance to O&S and Board that the performance of projects are progressing in line with expectations 14. Increased Policy capacity to better support the PMF, MEF and new offerings 15. Governance structures review timetable will ensure the structures are revisited, updated as required and kept relevant to the environment that we are operating in 16. O&S improvements will ensure a stronger scrutiny function moving forward 17. Strategic prioritisation process will ensure projects/programmes are undertaken that align with strategic objectives/priorities will oversight from CMT
Continuous Improvement – Report Completed By:	
	Louisa Simpson
Completion Date:	
	05/08/2024

Strategic priorities, and ambition, and broader partnership working

Project Description:

To develop a shared ambition and consistent unified voice for Cambridgeshire & Peterborough through co-ordinated representation, policy alignment, and effective advocacy focusing on our “ask” and “offer” and what we can achieve collectively.

To 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.

Project Outputs:

- Adoption of the 2024 State of the Region Review & dashboard
- Development of a Devo 4 submission in readiness for the opportunity
- Adoption of Shared Ambition and priorities
- Promote the region through the presence of the first Cambridgeshire & Peterborough pavilion and associated events at UKREiiF
- Production of a new Cambridgeshire & Peterborough Inward Investment Prospectus
- Coordinate, convene and influence through the Transport Summit
- Adopted Infrastructure Delivery Framework (IDF)
- Delivery of a Comms and Public Affairs Strategies underpinning transport summit and IDF
- Work with Combined Authority Board, constituent Council CEXs and partners to develop future devolution opportunities
- Working with UK Mayors and UK Mayor networks to collectively shape the future Devolution opportunities and future national policy
- Embedding member e-newsletter
- Launching a new stakeholder e- newsletter
- Revamping the Combined Authority website

Project Outcomes:

- Adopt a shared evidence base to underpin our Shared Ambitions, Priorities and Lobbying, enabling the region to speak with a unified voice.
- Co-ordinate, convene and facilitate the delivery of a Shared Ambition for the Cambridgeshire & Peterborough, enabling the region to speak with a unified voice.
- 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.

<ul style="list-style-type: none"> • 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. • Coordinate, convene and influence with one combined voice for the region’s devolution opportunities and future national policy, enabling additionality for the region through focusing on what can be achieved collectively. • Proactive communication with partners and stakeholders utilising a wide range of channels to improve our reach and engagement and demonstrate our positive impact. 		
Workstream Sponsor:		Kate McFarlane
Project Manager/s:		Nathan Bunting
PMO Support:		Thomas Farmer
Agreed Completion Date:		October 2024 (excluding website)
Forecast Completion Date:		October 2024
Reporting Period:		
		01/06/2024 – 31/07/2024
Strategic priorities, and ambition, and broader partnership working - Project Status	This Period:	Green
	Previous Period:	Green
Strategic priorities, and ambition, and broader partnership working – June and July Project Update:		
Shared Ambition:		
A decision has been made to change the delivery of the Ambition document from September to October CPCA Board to ensure a link with the development of the Growth Plan.		
The following workshops were delivered across June and July:		
1. All Committee Member Workshop – 13 June 2024		
A 2-hour in person All-Committee Member Workshop. Excluding CPCA staff, there were 16 attendees, consisting of members from the Combined Authority Thematic Committees, Business Board and Overview & Scrutiny.		
2. State of the Region & Shared Ambition Working Group – 17 June 2024		
A 2-hour in person Feedback Session was run with the members of the State of the Region & Shared Ambition Working Group. This is a working group that helped to co-produce the initial scope of work and have supported delivery throughout. The purpose of the session was to test the emerging outputs and outcomes with the group.		
3. Shared Ambitions workshop 3 for Board & CEXs – 27 June 2024		
This 2-hour in person workshop was the third time that Board Members, CEXs and the Combined Authority Corporate Management Team came together to continue the journey towards developing our shared ambitions for the region. More information is in the evidence section below.		
4. First of two resident focus groups held – 28 June 2024		
The outputs have fed into the first draft of the Shared Ambition Framework. This has been shared with partners for feedback and is to be reviewed as part of the third Stakeholder Workshop on 08 July.		

5. Shared Ambition Stakeholder Workshop 3 – 08 July 2024

This workshop was attended by over 60 delegates and is the third and final workshop that seeks to bring together stakeholders from a broad range of sectors. This was an interactive workshop opened by Mayor Dr Nik Johnson and Cllr Sarah Conboy, Lead Member for Devolution & Place, and Prior + Partners facilitated the session. The outcomes included testing the outcomes and commitments in the framework and brainstorm long-term and short-term building blocks.

UKREiIF & Investment Prospectus

Complete – for more information see May report

State of the Region

The substantive draft has been shared with the technical group, working group, scrutiny committee, CEXs and Board Members for feedback. Helpful feedback received which is being considered. The development of the accompanying animation for the project is underway.

Infrastructure Delivery Framework

The Environment & Sustainable Communities Committee in July will receive a progress report. The Draft report is having additional review following technical comments from the Place Directors review.

Strategic priorities, and ambition, and broader partnership working – Workstream Sponsor Comments:

This workstream has been moving ahead at pace in all areas, whilst having to be agile in light of the pre-election period. Post UKREiIF attention has focussed on following up actions and providing updates on short term impacts. The development of the Shared Ambition has continued with partners and stakeholders throughout June but the pre-election period in the run up to the July General election has meant the re-phasing of resident engagement activity. This is scheduled to re-commence w/c 13 July. Feedback from the Board and CEX Shared Ambition workshop at the end of June demonstrated the distance travelled in ways of working through the strands of the workstream and the desire to build on the more collaborative spirit and ways of working.

Strategic priorities, and ambition, and broader partnership working – Key Milestones/Activities this Period		Status
1	Shared Ambition went to: Climate Partnership on 03 June, All Committee Member Workshop on 13 June, Shared Ambition and State of the Region Working Group Workshop on 17 June, the third Board/CEX Workshop session on 27 June and third Stakeholder Workshop on 08 July	Complete
2	Continued work towards key July deliverables for Public Affairs Strategy, Infrastructure Delivery Framework and State of the Region	Complete
3		

Strategic priorities, and ambition, and broader partnership working - Key Milestones/Activities Planned for Next Period:

1	Continue to synthesis outputs from Shared Ambition Workshops - towards the development of a draft Ambition document by early August.
2	Once receive draft ambition on 02 Aug to review and consult on it

Strategic priorities, and ambition, and broader partnership working - Project Risks:

Risk Description	Mitigation
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1	Lacking clarity on how ways of working will change following ambition, how CPCA & Partners work differently	SAF context of strategic framework sets out how ways of working post Ambition will work, more work on how applied. Embed ambition and SOTR to Investment Committee Roadmap of embedding Ambition as part of DBP in development
2	Lack of public engagement and buy in	Audience of the Ambition has been reviewed and is for stakeholders, businesses and partners, rather than audience being public. Does not change that public need to be engaged to help shape it. Online activities to engage public through Commonplace website delivered Targeted engagement through 8 target groups delivered
3	Lack of political buy-in to Ambition	Early member engagements to ensure buy-in at political level. 1-1 meetings with Board members to ensure buy in & keeping them involved as driving it throughout. Three Board/CEX workshops seeking to secure political buy in and ownership. All Member Committee Workshop delivered Ensure Ambition document is not just a repetitive ambition document - it needs to be unique, need a clear place identity and place narrative. A review will be undertaken how new members can be engaged following election
4	Next steps after Ambition uncertain	To review how the Ambition document will be used - for example shaping and prioritising projects 15 April Board/CEX workshop sought views on how be used Work closely with Board members on development so feel part of its development to ensure gets used Work on getting out of best value notice through the Improvement Programme
Strategic priorities, and ambition, and broader partnership – Evidence Gathering		
What have we done?	Shared Ambitions workshop 3 for Board & CEXs – 29 June 2024	
How did we do it?	The 2-hour in person interactive workshop was structured around 2 activities. Following playing back what we have heard, the first was focused on ‘Testing the purpose, audience, outcomes, commitments and building blocks’. The table groups were provided a worksheet with the Shared Ambition Matrix. Participants were asked to work through the matrix to review, challenge or draw consensus on the Title and	

	<p>Tagline, the Ambition Statement, the Outcomes, Commitments and Building Blocks. Outcomes and Commitments could be replaced with new ideas using the Cover Cards - but must be BOLD and SPECIFIC, and backed by the State of the Region and Building Blocks. Inspiration cards were provided to help with ideas for Building Blocks.</p> <p>Following a refreshment break, the CPCA CEX discussed about bridging to the next steps, looking ahead what are our opportunities, priorities and where we should be positioning ourselves. This led us onto the second activity 'How will we deliver our Shared Ambition and maximise opportunities for the region?', to explore ways in which the Shared Ambition should be embedded for its delivery.</p> <p>Table groups were provided a worksheet with three questions. Questions 1 and 2 were discussed as a group and ideas written on the worksheet in the boxes provided.</p> <ul style="list-style-type: none"> • Question 1: 'How could we take forward the Shared Ambition?' • Question 2: 'Thinking about our Outcomes and Commitments, what areas should we focus on to inform further devolution opportunities?' <p>Question 3: 'Anticipating a new Government, what are your top 3 offers or asks?' - Participants could choose to discuss as a group, but answers typed individually into Mentimeter. Once in Mentimeter, participants could vote for their favourite answer.</p>
Who did it include?	<p>This workshop was the third time that Board Members, CEXs and the Combined Authority Corporate Management Team came together to continue the journey towards developing our shared ambitions for the region.</p>
What will it achieve/what are the benefits?	<p>The output from this workshop will feed into future stages. Evaluation forms were made available for the session and overall:</p> <ul style="list-style-type: none"> • 100% scored a 4 or 5 meaning they agree they found the summary and playback of what we have heard (from the previous CEX/Board Workshops and Stakeholder Workshops) and explaining the draft framework helpful • 93% scored a 4 or 5 meaning they agree the approach used today worked well, and they found the activities engaging • 92% scored a 4 or 5 meaning they agree activity 1, allowed them and their group to draw consensus on the purpose and audience of the Shared Ambition, Its Outcomes, Commitments and Building Blocks • 92% scored a 4 or 5 meaning they agree activity 2, allowed them and their group to explore ways in which the Shared Ambition could be embedded, including exploring how we position ourselves for the next Government and areas we should focus on to inform further devolution. • 82% scored a 4 or 5 meaning they agree that there any particular elements from today they think is important to

	<p>test out at the next all stakeholder Shared Ambition Workshop.</p> <p>Feedback from the workshop included:</p> <ul style="list-style-type: none"> • Another excellent session • Today showed the full value of people working together • Enjoyed the sense of common purpose- A positive meeting • Great to see so much POSITIVE energy and ambition in the room. <p>Needed a bit more time</p>
<p>Strategic priorities, and ambition, and broader partnership working Completed By:</p>	<p>Nathan Bunting</p>
<p>Completion Date:</p>	<p>16 July 2024</p>

The Independent Improvement Board have requested implementation of 'Rag Rating' to report progress against identified areas of activity. This is now used for all Improvement reports to 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.

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 is unachievable as issues have been identified which officers conclude are at present not manageable or resolvable. The theme will therefore need re-profiling.