




Improvement Plan (BVN 2024) - Close down of activity (Phase 3)

Phase 3 Improvement Plan review Colour code in table below

Completed	
Move to Business as Usual (BAU)	
Moving to Directorate Business Plans (DPBs) - outstanding and ongoing tasks	

Directorates

- CEX - Chief Executive's Office
- E&G - Economy and Growth
- L&G - Legal and Governance
- P&C - Place and Connectivity
- R&P - Resources and Performance

Theme	Phase 3 Tasks/Actions	Activity Undertaken / Evidence - COMPLETED	Activity Outstanding	New Phase
Culture Change	Embedding Officer Values and Behaviours	<ul style="list-style-type: none"> • Review Survey Feedback: Plan developed to address identified areas for improvement. • Establish Senior Leadership network, (SLN). : Monthly SLN meetings are scheduled, ToR agreed, Teams Channel developed to support communications. • Maintain and develop partnerships with Trade Unions, (TU): Meetings take place with TUs on a monthly basis. Now incorporated into BAU. • Staff recognition through staff award events. First CIVILS award ceremony held, well received by staff and recognised by partner organisations. Ceremony to be held regularly. • Review and track LEAP appraisals completions: 97% completion rate regarding looking back paperwork received, and 92% completion rate looking forward paperwork received 	<ul style="list-style-type: none"> • Develop and schedule officer training sessions drawing on information from feedback plan and LEAPS. 	All items (completed and outstanding) move into BAU R&P to continue to lead on development for staff activity
	Embedding Member Values and Behaviours	<ul style="list-style-type: none"> • Member Training and Induction Sessions: These are scheduled into 2025. Sessions held so far have been well attended 	<ul style="list-style-type: none"> • IIB/LGA/Mayoral/Party-Based Support Sessions 	Member training and induction sessions will move into BAU IIB/LGA Support Sessions as needed
Continuous Improvement	A robust and transparent procurement provision within the CA that enables social, financial & operational value.	<ul style="list-style-type: none"> • Undertake internal audit of procurement phase 2 improvement plan and implement recommendations • Develop procurement hub as a centre of excellence for the Authority 	<ul style="list-style-type: none"> • Develop KPIs to demonstrate social, operational and financial value (KPIs developed but need implementing) • Develop procurement hub as a centre of excellence for partners (joint-up partner hub being created to include Procurement, Governance, SAF, Risk and other relevant areas). 	DBP - L&G DBP - R&P (Internal Audit)
	A constitution and governance structure that is tested and reviewed on a regular basis to ensure it remains compliant, fit for purpose and relevant.	<ul style="list-style-type: none"> • Complete review of ToR and operations for the Business Board • Review existing governance structures in advance of new municipal year (annual review) • Finalise implementation of the improvements for O&S • Implement Investment Committee (linked to SAF development) for new municipal year 	<ul style="list-style-type: none"> • Develop calendar for future reviews of the Constitution (in progress 75% complete - approach to be taken CMT) • Annual review of governance structures (review carried out in phase 3 but will be carried out on an ongoing yearly basis). 	DBP - L&G
	A robust and transparent process for managing decision making associated with funding arrangements within the CA.	<ul style="list-style-type: none"> • Implement main changes from approved SAF by amending existing processes and developing new ones • Train all key personnel, including partners, on new and revised processes (completed training for CPCA staff) 	<ul style="list-style-type: none"> • Refine and implement proposed project prioritisation processes (in progress with oversight from senior management - R&P DBP) • Develop new monitoring and evaluation framework to support SAF (in progress with new team onboard - CEX DBP) • Development mechanisms to demonstrate impact of SAF and review its operation annually (drafted KPIs but need to fully develop and formalise review mechanisms - R&P DBP) • Train all key personnel, including partners, on new and revised processes (training only outstanding for partners - R&P DBP). 	DBPs - R&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.	<ul style="list-style-type: none"> • 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 (started) • 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 	<ul style="list-style-type: none"> • Undertake annual review of risk framework and processes (ongoing with next due to take place October/November 2024) • Undertake series of deep dives into major strategic risks at A&G Committee (started and currently scheduled until January 2025 but these will be ongoing). 	DBP - R&P

	Performance Management within the CA provides the basis for better decision making & under pins delivery.	<ul style="list-style-type: none"> Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value (went to A&G in June and going back to A&G in December) 	<ul style="list-style-type: none"> Develop and refine metrics within existing performance reporting framework, including setting targets and baseline data Where indicators are based on lagging national data sets develop proxy measures/lead indicators to help monitor progress in a more timely 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 (carried out in phase 3 and now ongoing). 	DBP - CEX
Strategic Ambitions, Priorities and Partnerships	Adopt a shared evidence base to underpin our Shared Ambitions, Priorities and Lobbying, enabling the region to speak with a unified voice	<ul style="list-style-type: none"> 2024 State of the Region Review. Production of the State of the Region dashboard. 	<ul style="list-style-type: none"> Adoption of the 2024 State of the Region Review.document and dashboard (to be adopted in October 2024 and future reviews will form part of DBP) 	DBP - CEX
	Co-ordinate, convene and facilitate the delivery of a Shared Ambition for the Cambridgeshire & Peterborough, enabling the region to speak with a unified voice	<ul style="list-style-type: none"> Initial engagement phase 1 (Board/CEX) workshop, stakeholder workshop, web presence launched) Ambition engagement phase (Board/CEX workshops, stakeholder workshops, online activities, forum and resident engagement) 	<ul style="list-style-type: none"> Adoption of a Shared Ambition & Priorities (to be adopted in October 2024 and if future reviews are agreed upon these will form part of the DBP) 	DBP - CEX
	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"> 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 	N/A	Complete but recognising future commitments in DBPs for CEX. P&C and E&G
	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.	<ul style="list-style-type: none"> Adopted Infrastructure Delivery Framework (IDF) Delivery of a Comms and Public Affairs Strategies underpinning transport summit and IDF 	<ul style="list-style-type: none"> Coordinate, convene and influence through the Transport Summit Infrastructure Delivery Framework (to be adopted in October 2024 and if future reviews are agreed these will form part of the DBP) 	DBP - CEX DBP - P&C
	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.	<ul style="list-style-type: none"> 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 Devo opportunities and future national policy 	<ul style="list-style-type: none"> Work with stakeholders ongoing to look at future Devolution opportunities and this will form part of the work on the Local Growth Plan 	DBP - E&G/CEX
	Proactive communication with partners and stakeholders utilising a wide range of channels to improve our reach and engagement and demonstrate our positive impact.	<ul style="list-style-type: none"> Embedding member e-newsletter (launched newsletter) 	<ul style="list-style-type: none"> Embedding member e-newsletter (newsletter launched and embedding will continue) Launching a new stakeholder e- newsletter (and embedding) Revamping the Combined Authority website (in 2025) 	DBP - CEX