

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

Appendix C

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"> <li>Review Survey Feedback: Plan developed to address identified areas for improvement.</li> <li>Establish Senior Leadership network, (SLN). : Monthly SLN meetings are scheduled, ToR agreed, Teams Channel developed to support communications.</li> <li>Maintain and develop partnerships with Trade Unions, (TU): Meetings take place with TUs on a monthly basis. Now incorporated into BAU.</li> <li>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.</li> <li>Review and track LEAP appraisals completions: 97% completion rate regarding looking back paperwork received, and 92% completion rate looking forward paperwork received.</li> </ul> | <ul style="list-style-type: none"> <li>Develop and schedule officer training sessions drawing on information from feedback plan and LEAPS.</li> </ul>   | <p><b>All items (completed and outstanding) move into BAU</b><br/> <b>R&amp;P to continue to lead on development for staff activity</b></p> |
|                        | Embedding Member Values and Behaviours   | <ul style="list-style-type: none"> <li>Member Training and Induction Sessions: These are scheduled into 2025. Sessions held so far have been well attended</li> </ul>   | <ul style="list-style-type: none"> <li>IIB/LGA/Mayoral/Party-Based Support Sessions</li> </ul>  |   |
| Continuous Improvement | A robust and transparent procurement provision within the CA that enables social, financial & operational value.                                     | <ul style="list-style-type: none"> <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</li> </ul>   | <ul style="list-style-type: none"> <li>Develop KPIs to demonstrate social, operational and financial value (KPIs developed but need implementing)</li> <li>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).</li> </ul>   | <p><b>DBP - L&amp;G</b><br/> <b>DBP - R&amp;P (Internal Audit)</b></p>  |
|                        | 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"> <li>Complete review of ToR and operations for the Business Board</li> <li>Review existing governance structures in advance of new municipal year (annual review)</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>  | <ul style="list-style-type: none"> <li>Develop calendar for future reviews of the Constitution (in progress 75% complete - approach to be taken CMT)</li> <li>Annual review of governance structures (review carried out in phase 3 but will be carried out on an ongoing yearly basis).</li> </ul>   | <p><b>DBP - L&amp;G</b></p>   |
|                        | A robust and transparent process for managing decision making associated with funding arrangements within the CA.                                    | <ul style="list-style-type: none"> <li>Implement main changes from approved SAF by amending existing processes and developing new ones</li> <li>Train all key personnel, including partners, on new and revised processes (completed training for CPCA staff)</li> </ul>  | <ul style="list-style-type: none"> <li>Refine and implement proposed project prioritisation processes (in progress with oversight from senior management - R&amp;P DBP)</li> <li>Develop new monitoring and evaluation framework to support SAF (in progress with new team onboard - CEX DBP)</li> <li>Development mechanisms to demonstrate impact of SAF and review its operation annually (drafted KPIs but need to fully develop and formalise review mechanisms - R&amp;P DBP)</li> <li>Train all key personnel, including partners, on new and revised processes (training only outstanding for partners - R&amp;P DBP).</li> </ul> | <p><b>DBPs - R&amp;P</b></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"> <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 (started)</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>   | <ul style="list-style-type: none"> <li>Undertake annual review of risk framework and processes (ongoing with next due to take place October/November 2024)</li> <li>Undertake series of deep dives into major strategic risks at A&amp;G Committee (started and currently scheduled until January 2025 but these will be ongoing).</li> </ul>   | <p><b>DBP - R&amp;P</b></p>   |

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|--|--|---|---|--|
|  | Performance Management within the CA provides the basis for better decision making & under pins delivery.  | <ul style="list-style-type: none"> <li>Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value (went to A&amp;G in June and going back to A&amp;G in December)</li> </ul>  | <ul style="list-style-type: none"> <li>Develop and refine metrics within existing performance reporting framework, including setting 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 (carried out in phase 3 and now ongoing).</li> </ul> | 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"> <li>2024 State of the Region Review. Production of the State of the Region dashboard.</li> </ul>   | <ul style="list-style-type: none"> <li>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)</li> </ul>   | 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"> <li>Initial engagement phase 1 (Board/CEX) workshop, stakeholder workshop, web presence launched)</li> <li>Ambition engagement phase (Board/CEX workshops, stakeholder workshops, online activities, forum and resident engagement)</li> </ul>                           | <ul style="list-style-type: none"> <li>Adoption of a Shared Ambition &amp; Priorities (to be adopted in October 2024 and if future reviews are agreed upon these will form part of the DBP)</li> </ul>  | 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"> <li>Promote the region through the presence of the first Cambridgeshire &amp; Peterborough pavilion and associated events at UKREiIF</li> <li>Production of a new Cambridgeshire &amp; Peterborough Inward Investment Prospectus</li> </ul>                              | 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"> <li>Adopted Infrastructure Delivery Framework (IDF)</li> <li>Delivery of a Comms and Public Affairs Strategies underpinning transport summit and IDF</li> </ul>  | <ul style="list-style-type: none"> <li>Coordinate, convene and influence through the Transport Summit</li> <li>Infrastructure Delivery Framework (to be adopted in October 2024 and if future reviews are agreed these will form part of the DBP)</li> </ul>  | DBP - CEX<br>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"> <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> | <ul style="list-style-type: none"> <li>Work with stakeholders ongoing to look at future Devolution opportunities and this will form part of the work on the Local Growth Plan</li> </ul>  | 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"> <li>Embedding member e-newsletter (launched newsletter)</li> </ul>   | <ul style="list-style-type: none"> <li>Embedding member e-newsletter (newsletter launched and embedding will continue)</li> <li>Launching a new stakeholder e- newsletter (and embedding)</li> <li>Revamping the Combined Authority website (in 2025)</li> </ul>  | DBP - CEX  |