



Combined Authority Board

5 June 2024

Title:	Improvement Plan update
Report of:	Angela Probert, Interim Director of Transformation Programme
Lead Member:	Mayor – Dr Nick Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	To note

Recommendations:

A	Note the progress in March against the identified areas of ongoing concern set out in the Best Value Notice received in January 2024.
B	Note the update from the Chair, Independent Improvement Board following the meeting held on 7 May 2024

Strategic Objective(s):

The identified improvements set out in this report to meet concerns of Best Value Notice received in January 2024 will support the Combined Authority achieve Best Value and enable the delivery of agreed priorities and objectives.

1. Purpose

1.1	This report provides the Combined Authority Board with an opportunity to review the progress made in the improvement programme, phase 3, to address the concerns set out in the Best Value Notice dated January 2024.
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2. Proposal

2.1	<p>Best Value Notice January 2024</p> <p>A new Best Value Notice was received by the Combined Authority on 30 January 2024 for a further six month period.</p> <p>The Cambridgeshire and Peterborough Combined Authority (CPCA) Board in March 2024 agreed the Improvement plan, phase 3 to address the identified concerns set out in the Best Value Notice (January 2024):</p> <ul style="list-style-type: none">Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.
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	<ul style="list-style-type: none"> • Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes. • 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. • Continue with the independent Improvement Board, making full use of its support and engaging with its recommendations over the next six months. • Continue to engage regularly with the Department at official level throughout the period of this Notice.
2.2	<p>Overall progress</p> <p>Overall the programme is rated as 'Green / Amber' at the end of March 2024, meaning 'successful delivery of the improvement plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the three themes set out in the highlight report attached as Appendix 1.</p> <p>A significant amount of further activity is planned across all three workstreams and set out in the Improvement Plan agreed by the CPCA Board in March 2024.</p> <p>It is positive that two workstreams are RAG rated as 'Green' at this stage in the programme, with the 3rd having an 'Green / Amber' status recognising the challenges of culture change within the Member environment.</p> <p>The Improvement Group, chaired by the Executive Director, Resources continues to assess progress against the agreed plan and address any programme issues or risks.</p> <p>Set out below is a summary of the activity delivered against the Improvement Plan for each improvement theme and detailed in the Improvement Plan highlight report.</p>
2.3	<p>Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes (Green / Amber)</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • First ever staff awards to recognise and embed values and behaviours scheduled for 24 June 2024 • Revised process for reviewing and developing individual performance in line with the values & behaviours approved and appraisal process underway • Developed new Senior Manager forum to help embed more distributed leadership across the authority • Training programme for members being scoped and commissioned • Planning is under way for the next induction session to take place in June / July for new and returning CA Board members • Support for Board Members by the IIB members has commenced
2.4	<p>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 (Green)</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • Stakeholder Workshop on developing Shared Ambition held on 6th March with very positive feedback. Further activity undertaken in April and May of note is: <ul style="list-style-type: none"> ○ Board and CEX Workshop 2 – 15 April ○ Stakeholder workshop 2 – 10 May ○ Staff workshops – 15 May • Interactive activities developed for the website to keep residents and other stakeholders up to date with the progress on developing a Shared Ambition • Planning for attendance at UKREiiF in May with partners from across the Region undertaken. Further activity undertaken in May of note is:

	<ul style="list-style-type: none"> ○ UK REiIF delivered and Investment Prospectus was completed ● Economic Prospectus for the Region drafted in conjunction with partners ● State of the Region on track for delivery to July CPCA Board - Draft interim report submitted. Further activity undertaken in April and May of note is: <ul style="list-style-type: none"> ○ Infrastructure Delivery Framework draft submitted and on track for delivery to June Environment & Sustainable Communities Committee ● Public affairs Strategy on track to be delivered to June CPCA Board
2.5	<p>Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan (Green)</p> <p>Key activities include:</p> <ul style="list-style-type: none"> ● Finalisation of procurement training for all staff and options to roll out to partners under consideration ● New roles recruited to within the Performance Team to strengthen capacity ● Training for all relevant staff on the new risk management software completed ● Processes and documentation to support the implementation of SAF developed and tested internally and with partners ● Inclusion of improvement activity in directorate business plans and individual objectives
2.6	<p>Engagement with Department for Levelling Up, Housing and Communities (DLUHC)</p> <p>A formal review meeting was held with DLUHC colleagues on 9 May 2024 to review progress against the key improvement themes set out in the Best Value Notice, January 2024 and detailed in paragraph 2.1 above.</p>
2.7	<p>Engagement with Independent Improvement Board</p> <p>The Independent Improvement Board (IIB) met on 7 May 2024 and received an update from the Chief Executive on the areas of improvement underway. John Pye, Chair, Audit and Governance Committee was also in attendance for part of the meeting.</p>

3. Background

3.1	The update set out in this report respond to the report presented to Combined Authority Board in March 2024 and the new Best Value Notice received in January 2024.
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4. Appendices

4.1	Appendix A. Improvement Plan Highlight report, March 2024
4.2	Appendix B. Note from Chair, IIB May 2024

5. Implications

Financial Implications

5.1	There are no direct financial implications to the update report.
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Legal Implications

6.1	<p>Under the Local Government Act 1999, local authorities must legally deliver what is termed 'Best Value' the Combined Authority must be able to show that it has arrangements to secure continuous improvement in how it carries out its work.</p> <p>Guidance from government recommends seven best value themes built on the lessons learned from past interventions and reflect what most local authorities already do or are striving to achieve. While</p>
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	these themes are all interdependent, strong governance, culture, and leadership underpin effective partnerships and community engagement, service delivery, and the use of resources. Continuous improvement is the outcome of all the themes working well together.
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 report March 2024
10.2	Best Value Notice January 2024