

Programme Level Highlight Report

for the Period:

1 March 2024 to 31 March 2024

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

Period – 1st March 2024 – 31 March 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.

During February the existing Phase 2 of the Improvement Programme was closed, in line with the approval given by the CPCA Board, and activities that were not complete were either moved into Business As Usual (BAU) or into Phase 3 of the Improvement Programme. An Internal Audit of the Phase 2 Procurement Improvement workstream has been ongoing through March and should report next month, and discussions are underway with the Internal Auditors to undertake a further Internal Audit, which will look to assure that the Phase 2 activities not taken into Phase 3 have been appropriately and effectively taken into BAU.

Also during February the new workstreams were mobilised with dedicated resources and clear Terms of Reference/Scope of Activity to ensure strong delivery in future months, and March was indeed a strong month for delivery across all three workstreams in the Improvement Programme.

Key activity included:

- Stakeholder Workshop on developing Shared Ambition held on 6th March with very positive feedback
- 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
- Economic Prospectus for the Region drafted in conjunction with partners
- State of the Region 'beta' dashboard being developed to enable partners and stakeholders to access critical information about the Region
- New Communications, Engagement and Public Affairs Strategy being developed for sign off in April
- First ever staff awards to recognise and embed values and behaviours scheduled
- Revised process for reviewing and developing individual performance in line with the values & behaviours approved
- Developed new Senior Manager forum to help embed more distributed leadership across the authority

- Commenced development of activities and schedule of support for Board Members to be delivered via LGA and IIB
- 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

A significant amount of further activity is planned for April and May across all three workstreams. It is positive that two of the three workstreams are RAG rated as 'Green' at this stage in the programme.

As well as focusing on the programme's inputs and outputs, the workstreams are focusing on what evidence they can gather to help demonstrate impact and outcome of the activities undertaken, and more detail around this will be included in the next Highlight Report.

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

Programme Governance

Workstream Highlight Reports

Culture Change		
Project Description:		
<p>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:</p> <p>To continue to ensure that officers and members are equipped to embrace and commit to work according to our defined CIVIL values</p>		
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. <p style="margin-left: 20px;">Additionally:</p> <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 programme b. The IIB is engaging with CA Board Members to support and challenge 10. 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:		
01/03/2024 – 31/03/2024		
Culture Change - Project Status	This Period:	Amber/Green
	Previous Period:	

<p>Culture Change – March Project Update:</p> <p>Key Project Artifacts have been developed and agreed including Terms of Reference, Scope, Risks and Project Plan. The Project Team has been formed and regular (fortnightly) project meetings have been scheduled for the duration of the project.</p> <p>Key activities that have been undertaken this period:</p> <ul style="list-style-type: none"> • Commenced analysis of staff survey to identify common themes and areas for improvement. • Commenced prioritisation of areas for improvement • Commenced staff consultations on proposed improvements • Identified key senior leadership team members for inclusion in Senior Leadership Team (SLT) Network • Planned and scheduled first SLT Network (15/04/2024) • Further developed partnerships with Trade Unions including relevant inclusion in policies and regular meetings (this element of the Project Plan is now complete and transferred to BAU) • Developed nomination and selection process for staff awards • Planned and organised first Staff Award Event (24/06/2024) • Review LEAP Staff Appraisal process from (23/24), update and re-issue • Commence development of activities and schedule of support for CA Board Members which is to be delivered via LGA and IIB 		
<p>Culture Change: Workstream Sponsor Comments:</p> <p>Good progress in March to plan the implementation of the staff focussed activities on SLT launch, staff awards and appraisals. Set up a session with LGA and IIB Board members to ensure a refreshed focus on member culture following a challenging Board meeting and discussion on improvement.</p>		
Culture Change - Key Milestones/Activities this Period:		Status
1	SLT Network Planned and Scheduled	Complete
2	Staff Awards Event Planned and Scheduled	Complete
3	LEAP process reviewed and issued	Complete
4	Develop partnerships with Trade Unions	Complete
Culture Change - Key Milestones/Activities Planned for Next Period:		
1	Continue analysis, prioritisation and consultation on staff survey feedback	
2	Hold first SLT Network Meeting	
3	Further develop purpose and objectives for SLT Network (following initial meeting)	
4	Promote Staff Awards ceremony	
5	Commence tracking of LEAP appraisals completion and support	
6	Commence LGA/IIB Led CA Board Member support	
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 difficult given that the project is based on cultural change which takes time to take effect/impact. This could result in the Best Value Notice remaining.	Evidence section added to monthly Highlight Report to evidence ongoing progress (below); Evidence folder created within Culture folder; and 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?	Developed partnerships with Trade Unions	
How did we do it?	<ul style="list-style-type: none"> • Regular meetings with Trade Union representatives to understand their concerns and suggestions • Collaborate on initiatives that benefit both the organization and the unions • Address any issues or conflicts in a timely and constructive manner 	
Who did it include?	Managers, Staff and Trade Unions	
What will it achieve/what are the benefits?	<ul style="list-style-type: none"> • Provides a channel for improved dialogue and trust between CPCA and its staff. • Supports and formalises problem resolution. • Gives employees a voice. 	
Culture Change - Report Completed By:		P Tonks
Completion Date:		11/04/2024

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 & under pins delivery.
- Monitoring & Evaluation procedures in draft which includes review arrangements and a formal change process

Workstream Sponsor:		Nick Bell
Project Manager/s:		Louisa Simpson
PMO Support:		Heidi Robinson
Agreed Completion Date:		31 st July 2024
Forecast Completion Date:		31 st July 2024
Reporting Period:		01/03/2024 – 31/03/2024
Continuous Improvement Project Status	This Period:	Green
	Previous Period:	N/A

Continuous Improvement – March Project Update:

We have completed all of the project documents, including:

- Scope & ToR
- Project Plan
- Risk Register

We have held 2 project workstream meetings and have agreed attendees. Actions outstanding from Phase 2 have been integrated into the Phase 3 project plan.

Procurement training has been completed by all staff and the team continue to issue guidance and support to internal staff [Purchasing Vs Procurement \(sharepoint.com\)](https://sharepoint.com) There is a proposal to allow access if possible to partner Procurement Officers in order to share good practice.

Significant work has been undertaken to support the implementation of the SAF and the required changes to the PMO to support the SAF <https://youtu.be/0tcJrXFtSgA>

Risk Management has also progressed, RSM are working with the PMO to develop the directorate risk registers and the overarching CPCA register, training has been rolled out to the teams who currently have a register on the R4 system and a guide is being developed to support staff. Members have received an update on the Risk Framework and management this will well received and feedback from attendees was very positive.

The Performance Team have recruited to key roles, this will support the further development of performance management and reporting within the CA. The State of the Region work continues to move forwards, managed with the Culture Workstream.

Continuous Improvement: Workstream Sponsor Comments:
 Strong progress has been made across all areas of this workstream during March. Many of the current and planned activities help to implement the approved Single Assurance Framework (SAF) or are important linked aspects of the assurance ecosystem (eg the Risk Management, Performance Management and Monitoring and Evaluation Frameworks). These will take much of the focus of this workstream to deliver, and part of their embedding will go beyond the end of July, but many of the critical processes will have been embedded by testing and reviewing a number of times before that point.

Continuous Improvement - Key Milestones/Activities this Period:		Status
1	Investment Panel Stand Up – Members engagement materials in place	Completed
2	Create new Performance roles in a restructured Policy and Performance team	Completed
3	Recruit Head of Policy, Insight and Performance	Completed
4	Share potential new indicators with State of the Region Technical Working Group	Completed
5	Present State of the Region update to CAB	Completed
6	Directional Options for proposed PMO structure	Completed
7	Version of Single Project Register ready for discussion	Completed

Continuous Improvement - Key Milestones/Activities Planned for Next Period:

1	Internal Audit completed on Procurement Phase 2
2	Investment Panel Stand Up – ‘interim’ sessions scheduled – SAF Implementation
3	Investment Panel Stand Up – logs and associated ways of working in place - SAF
4	Investment Panel Stand Up – Members engagement complete - SAF
5	SAF core templates agreed
6	Risk Management Guidance document in place for Projects/Programmes
7	Proposed Risk Management Framework in place for projects
8	Developed detailed project plan for PMF implementation
9	Engage relevant CPCA staff in PMF project plan briefing
10	Direction of travel agreed - PMO
11	Ratified version of the Single Project Register (by CMT)
12	Prioritisation Workshop with CMT/SLT
13	Single Project register reviewed and agreed by CMT
14	Single Project Register live
15	Comms Plan in place – including Significant Update - All Team Meeting

Continuous Improvement - Project Risks:

	Risk Description	Mitigation
1	Executive Director of Resources & Performance - Project Sponsor leaving organisation on 17th May 2024	A deputy lead sponsor has been identified – Rob Emery, they will hold the workstream until a handover has been completed with the new Exec Dir of Resource & Performance
2	Capacity to demonstrate achievement given timescales	Project plans have been developed in partnership with internal leads, there is an acknowledgement that there will still be work to do post July but the plan will remain in place until actions have been completed
Continuous Improvement – Evidence Gathering		
What have we done?	1 - We have set out the SAF process and implementation at an all Staff meeting https://youtu.be/0tcJrXFtSgA 2 – Updated Risk process outlined to Members	
How did we do it?	1 - This was by way of a video available on Teams 2 – This was in a meeting specifically to set out the new risk management arrangements in projects	
Who did it include?	1 - All internal staff 2 – Members of the CA Board	
What will it achieve/what are the benefits?	1 - There is an increased awareness of the changes being implemented and the impact the changes will have to our way of working. 2 – there is an improved awareness of the risk management framework being implemented and how Members will be able to interrogate risk across the CA	
Continuous Improvement – Report Completed By:		Louisa Simpson
Completion Date:		15/04/2024

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.
- 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:	01/03/2024 – 31/03/2024
--------------------------	-------------------------

Strategic priorities, and ambition, and broader partnership working - Project Status	This Period:	Green
	Previous Period:	N/A

Strategic priorities, and ambition, and broader partnership working – March Project Update:

Key Project Artifacts have been developed and agreed including Terms of Reference, Scope, Risks and Project Plan. The Project Team has been formed and regular (fortnightly) project meetings have been scheduled for the duration of the project. Good progress has been made in March, with all outputs currently being delivered to time. More detailed updates are below.

Shared Ambition –

The 06 March Stakeholder Workshop was delivered successfully, and we have received positive feedback about the event particularly around partnership working. Attended by circa 80 delegates, this is the first of three workshops that seek to bring together stakeholders from a broad range of sectors including representatives from further education, universities, voluntary & community sector, public sector organisations such as the Fire Service, DWP & DLUHC, infrastructure providers such as Anglian Water, UK Power Networks, active travel, business representatives, local cultural and sporting organisations together with Local Authority Chief Executives and Leaders. There was representation from all Local Authorities except for one. Feedback from the interactive activities have been consolidated and synthesised onto Miroboard and the development of Shared Ambition framework has begun.

Materials from the first stakeholder workshop are available on the website, along with two interactive activities - a map where anyone can drop a pin and highlight what is great about the region and an online postcard where individuals can share their ambitions. The website will keep residents and stakeholders up-to-date with progress and future online engagement activities are planned between June and July. The website is now live and can be accessed through this link - [Have Your Say Today - Shared Ambition - Commonplace](#)

Work has also begun on the facilitation and activity planning for 15th April Board Member and CEX Workshop 2 and 10th May Stakeholder Workshop 2.

UKREiIF & Inward Invest Prospectus –

The Combined Authority have for the first time booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiIF) 21-23rd May 2024. This is the largest cross sector property conference in the UK, with 10,000 delegates anticipated to attend. Working with constituent Councils and stakeholders the Combined Authority is facilitating and convening this high-profile opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also raise awareness of the Cambridgeshire & Peterborough Combined Authority and build on the "Team Cambridgeshire & Peterborough" approach to attracting investment.

Planned events at UKREiIF include a debate on sustainably growing Cambridge and the potential for an international train station and Peterborough amongst others. The approach, agenda and events have been agreed at recent Leaders Strategy Meeting as part of our close partnership with our constituent authorities, partners and stakeholders. Filming is currently underway for a launch video which will feature leaders and CEX from our region. The Economic prospectus and associated materials are being drafted with input from CEXs and Economic Development Officers. Draft prospectus to be shared with CEXs and Board members for comment in early April.

State of the Region-

Key deliverables (e.g. Data Collection & Gap Analysis Report and Final Policy Strategy Review) have been submitted this month with continued development on the dashboard indicators and data collection. Now working towards production of the Beta Dashboard, the team is embedding user feedback into its design to refine over the coming months and launch user testing.

Infrastructure Delivery Framework

Working with the Place Directors to agree the skeleton of the Infrastructure Delivery Framework report, with sample appendices regarding the locational analysis to each council in April. The next Place Directors meeting in May to discuss the report, prior to it being taken to Environment & Sustainable Communities Committee in June.

Communications, Engagement and Public Affairs Strategy

Over the Summer 2023, an independent review of the communications and PR function was undertaken and highlighted a number of areas for improvement. In September 2023, CMT endorsed new operating principles to underpin the creation of an integrated and high-performing Communications, Engagement and Public Affairs Team. Since September the team has made great strides towards improvements set out in the review including agreeing a new operating model, starting a restructure and implementation of new ways of working including a campaign-based approach. A key component of this work, and recommendation from the initial independent review, is to have a robust Communications, Engagement and Public Affairs Strategy and Workplan to guide the new team and ensure Gold standard communications for the Combined Authority. A draft of the strategy is being shared with CMT on Monday April 29th and is on the Combined Authority Board Forward Plan for their Annual General Meeting (Wednesday 5th June). The Board will be provided an update on new approach to Communications, Engagement & Public Affairs and asked to approve the over-arching Communications, Engagement and Public Affairs Strategy for 2024/25.

<p>Strategic priorities, and ambition, and broader partnership working – Workstream Sponsor Comments:</p> <p>Work is progressing at pace with the Shared Ambition project, which is delivering on schedule. Positive feedback has been received from Board Members/ CEXs and stakeholders who have attended the first two Shared Ambition workshops. The State of the Region 2024 Review is progressing well, with significant input from partners through the Working Group and Technical Group and progress updates provided to Board Members at the Leaders Strategy Meeting and Overview & Scrutiny Committee meetings this month. UKREiiF planning is progressing with Infrastructure Matters appointed to support the design and delivery of the pavilion, economic prospectus and associated inward investment materials for use at UKREiiF and beyond. Regular updates and input received from Board Members and CEXs.</p> <p>The workstream is on track with clear plans in place and the appropriate resources secured to deliver them at this time.</p>		
<p>Strategic priorities, and ambition, and broader partnership working – Key Milestones/Activities this Period</p>		<p>Status</p>
1	<p>Delivery of 06 March Stakeholder Workshop. Plus consolidated and synthesised Stakeholder Workshop 1 outputs onto Miroboard and began development of Shared Ambition framework. Website live.</p>	<p>Green</p>
2	<p>Facilitation and activity planning for 15th April Board Member Workshop 2 and 10th May Stakeholder Workshop 2.</p>	<p>Green</p>
3	<p>State of the Region key deliverables (e.g. Data Collection & Gap Analysis Report and Final Policy Strategy Review) have been submitted</p>	<p>Green</p>
<p>Strategic priorities, and ambition, and broader partnership working - Key Milestones/Activities Planned for Next Period:</p>		
1	<p>Delivery of 15 April Board Member and CEX Workshop 2</p>	
2	<p>Continued work in preparation for UK REIIF on 21-23rd May</p>	
3	<p>Begin Beta user testing on State of the Region Dashboard & Final report to be delivered by end of April</p>	
<p>Strategic priorities, and ambition, and broader partnership working - Project Risks:</p>		
	<p>Risk Description</p>	<p>Mitigation</p>
1	<p>Lack of political buy-in to Ambition. Leaders not engaging with the work, or not seeing value in it</p>	<p>Early member engagements to ensure buy-in at political level.</p> <p>1-1 meetings with Board members to ensure buy in - plus keeping them involved as driving it throughout.</p> <p>Board/CEX workshops seeking to secure political buy in and ownership</p> <p>Ensure innovative solutions to engagement.</p>
2	<p>Lack of public engagement and buy in. Lack of buy in to ambition, not a 'shared'</p>	<p>Online activities to engage public through Commonplace website - launched</p>

	ambition with public. Not representative due to lack of reach into hard-to-reach areas or youth.	Review alternative engagement for hard-to-reach areas. Engagement strategy developed - working with engagement working group
3	Next steps after Ambition uncertain. Uncertainty on how the ambition will be used, linked to uncertainty around BVN and Devolution	To review how the Ambition document will be used - for example shaping and prioritising projects 15 April Board/CEX workshop will seek 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
4	Lack of capacity to deliver effectively	To bring consultants in to lead on certain engagements, therefore freeing up capacity Assess what internal CPCA and partner capacity will be needed to support the consultant. Look to use existing forums and groups where possible
Strategic priorities, and ambition, and broader partnership – Evidence Gathering		
What have we done?	Shared Ambition Stakeholder Workshop – Developing Insights, 06 March 2024	
How did we do it?	<p>This interactive workshop was opened by Mayor Dr Nik Johnson and Cllr Sarah Conboy, Lead Member for Devolution & Place.</p> <p>The activities were:</p> <ul style="list-style-type: none"> • Mapping of strengths, weaknesses, opportunities and threats in order to survey stakeholders understanding the region. • “What makes us Stand out?” - capture a series of place-based words and qualities that reflect the uniqueness and diversity of the region. • “What Unites Us?” introduced a ten-point framework. Working together, stakeholders were asked to complete ten sentences such as “people who live and work here do so because...” to tease out the place characteristics, assets, values and investment priorities that are shared amongst stakeholders. • Postcard to enable attendees to record their own personal ambition for the future. 	
Who did it include?	This workshop was attended by circa 80 delegates and is the first of three workshops that seek to bring together stakeholders from a broad range of sectors.	
What will it achieve/what are the benefits?	<p>The output from this workshop will feed into future stages, which includes two further all stakeholder workshops scheduled for May and July and a web presence.</p> <p>Feedback from the workshop included: <i>“with multiple stakeholders today we heard lots of ambition, lots of ideas, and a real sense of working together across all those different stakeholders to really deliver an identity, a sense of</i></p>	

	<p><i>purpose and a strategic vision going forward, I have been really inspired today” Mayor Dr Nik Johnson</i></p> <p><i>“if we could bottle the enthusiasm in the room we would all be incredibly wealthy on behalf of Cambridgeshire & Peterborough. There has been a real will to think about the things that are really important to our residents, important to our businesses, important to our communities and how we can harness those and really find a way to bring people together around making Cambridgeshire and Peterborough an even better place to live and work”. Cllr Sarah Conboy</i></p> <p><i>“Really good session last week. Growing sense of what unites us and our strengths....” Feedback from CA Board Member about session to Independent Improvement Board on 11.03.24</i></p> <p><i>“Positive engagement, creative thinking about what the region can do... all better and stronger if we can work together”. CPCA Board Member feedback to Independent Improvement Board, 11.03.24</i></p> <p><i>“Stepping up, visible to external organisations...feeding off the energy in the room” CPCA Board Member feedback to Independent Improvement Board, 11.03.24</i></p> <p><i>“It was a good morning participating in the Visioning workshop for Cambridgeshire and Peterborough Combined authority with about 80 people from every sector in our local region”. LinkedIn post from CA Board Member</i></p> <p><i>“A very productive morning representing the university at the Cambridgeshire & Peterborough Shared Ambitions event.– LinkedIn post from delegate</i></p>
<p>Strategic priorities, and ambition, and broader partnership working Completed By:</p>	<p>Nathan Bunting</p>
<p>Completion Date:</p>	<p>15/04/2024</p>

The Independent Improvement Board have requested implementation of 'Rag Rating' to report progress against identified areas of activity. It is proposed that this will be used from now on for Improvement reports to all 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.

Set out below is the methodology adopted.

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.