

# Programme Level Highlight Report

*for the Period:*

1 May 2024 to 31 May 2024

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

**Period – 1st May 2024 – 31<sup>st</sup> May 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.

May was a particularly significant month for the Strategic Priorities workstream as the end of the month saw the Combined Authority attend UKREiiF for the first time along with the publication of the area's first investment prospectus. This prospectus, and the key messaging at UKREiiF, were co-developed with our constituent authorities providing a high profile demonstration of collaboration.

As set out in the previous highlight report, work has been done on collating an evidence base for each of the workstreams which will be used to demonstrate the impact and outcomes of the activities and the individual workstream highlight reports below include example of this evidence for the IIB's reference.

Key activities included:

- Attendance at UKREiiF at the end of May with the Authority's stall recording 272 unique visitors from 209 organisations. Positive feedback has been received about the Authority's stall and events. Work to follow up on key connections is now underway.
- Shortlisting of the 90+ nominations for the LEAP staff awards undertaken with finalisation of winners due on the 3rd June.
- IIB member led CA Board Member support initiated.
- Second Internal Audit related to the Improvement plan (procurement) concluded with a positive audit opinion and no recommendations.
- Initial meeting of the Investment Panel taken place
- PMO Hub intranet site, including the single project register, is now live
- CMT/SLT workshop to prioritise projects and strategies completed.
- Second stakeholder workshop to develop the shared vision completed, with representation from all constituent authorities.
- Staff member sessions on shared ambition ran on the 15th May with 25 attendees and very positive feedback.

Significant further activity is planned for June and July however the announcement of the General Election on the 4th July, and the associated pre-election period has meant that some of the activities, including the first meeting of the Investment Committee and the Transport Summit, will have to be postponed. Determining new dates for these actions is still underway.

The embedding of the SAF and the associated processes has taken additional time, and is impacted by the announcement of the General Election, but dates have now been identified for the Investment Panel and the Investment Committee. There is a plan in place to ensure the PMO are prepared for the process changes with additional resources being put in place over three months and temporary staff being available should they be required. The recruitment process for the team is progressing in consultation with HR.

The announcement of a General Election so close to the ending of the current Best Value Notice presents both risks and opportunities for the Combined Authority, and work is underway to build a briefing pack for any new ministers demonstrating the work and progress over the last 18 months make the case that the Combined Authority has addressed the previously raised concerns and is a well-functioning organisation with good governance and best value at its heart.

<b>RAG Status</b>		
	<b>This Period</b>	<b>Last Period</b>
<b>Culture Change</b>	<b>Green</b>	<b>Amber/Green</b>
<b>Continuous Improvement</b>	<b>Green</b>	<b>Green</b>
<b>Strategic priorities and ambitions and broader partnership working</b>	<b>Green</b>	<b>Green</b>

# 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:**

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:
  - 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:**

- 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.

<b>Workstream Sponsor:</b>	Judith Barker
<b>Project Manager/s:</b>	Peter Tonks
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	31/07/2024
<b>Forecast Completion Date:</b>	31/07/2024
<b>Reporting Period:</b>	01/05/2024 – 31/05/2024
<b>Culture Change - Project</b>	<b>This Period:</b> Green

Status	Previous Period:	Amber/Green
<p><b>Culture Change – May Project Update:</b></p> <p>Key activities that have been undertaken this period:</p> <ul style="list-style-type: none"> <li>• Staff survey has been analysed and used to develop plan to address areas for improvement. Update and actions shared with staff</li> <li>• First SLT Network took place in April and Terms of Reference for the group are being developed to be shared and discussed at the next meeting (3<sup>rd</sup> June). A communication platform (Teams) has been created to enable further collaboration and best practice discussion amongst the Network.</li> <li>• Staff awards event ‘The CIVILS’ is planned for 24<sup>th</sup> June. Award categories have been developed which are linked to the organisational values. The nomination and selection process has been created and nominations have closed. Shortlisting is underway.</li> <li>• Over 85% of LEAP appraisal paperwork, reviewing 2023/24, have been received into HR</li> <li>• Staff training to support values and behaviours continues. Training that we have run since January 2024 (attended by approx. 90 colleagues across the sessions) <ul style="list-style-type: none"> <li>○ Having difficult conversations</li> <li>○ Licence to recruit</li> <li>○ Inclusive Recruitment</li> <li>○ Outlook/Teams/Planner tips</li> <li>○ Report writing skills.</li> <li>○ Power hour training sessions based on Employee feedback (attended by approx. 70 colleagues in total across the sessions) <ul style="list-style-type: none"> <li>▪ Time management</li> <li>▪ Work life balance</li> <li>▪ Care experience</li> <li>▪ What Benefits would you like to see?</li> </ul> </li> </ul> </li> <li>• LGA/IIB activity with Board members continues.</li> <li>• Place Directors Workshop on 9<sup>th</sup> May to continually improve ways of working.</li> </ul> <p>The workstream status has been upgraded to green as officer-based activities continue and have been completed appropriately. Furthermore, member-based activity continues to be planned, scheduled and available for members to participate accordingly.</p>		
<p><b>Culture Change: Workstream Sponsor Comments: (Nicky Mcloughlin on behalf of Judith Barker)</b></p> <p>Activity has continued with both officers and members this month to continue to embed our values and behaviours.</p> <p>For officers, there has been a focus on completing LEAP appraisals and undertaking focused learning. Recent training sessions have received significant participation, for example a benefits workshop which attracted over 40 staff. Final preparations have been taking place for the CIVIL award event which will take place during the next month.</p> <p>Members continue to be engaged in the improvement work.</p>		
<b>Culture Change - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Continue analysis, prioritisation and consultation on staff survey feedback	Complete

2	Hold first SLT Network Meeting	Complete
3	Further develop purpose and objectives for SLT Network (following initial meeting)	Commenced/Ongoing
4	Promote Staff Awards ceremony	Commenced/Ongoing
5	Commence tracking of LEAP appraisals completion and support	Commenced/Ongoing
6	Commence LGA/IIB Led CA Board Member support	Commenced/Ongoing
<b>Culture Change - Key Milestones/Activities Planned for Next Period:</b>		
1	Complete Terms of Reference for SLT Network	
2	Second SLT Network Meeting	
3	All LEAPs to be completed	
4	Staff Awards ceremony	
5	IIB/LGA member support sessions to continue	
<b>Culture Change - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
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 a 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.
<b>Culture Change – Evidence Gathering</b>		
What have we done?	Launched Senior Leadership Team Network	
How did we do it?	<ul style="list-style-type: none"> <li>Initial meeting of Network held on 15/04/2024</li> <li>Terms of Reference discussed and being drafted</li> <li>A communication platform (Teams Channel) has been developed and launched so that collaboration and best practice can continue to be shared outside of the formal SLT Meetings</li> </ul>	
Who did it include?	Middle managers	
What will it achieve/what are the benefits?	<ul style="list-style-type: none"> <li>Managers will have an independent platform to discuss issues and share best practice across the different directorates, fostering effective collaborative working</li> </ul>	
<b>Culture Change - Report Completed By:</b>		<b>P Tonks</b>
<b>Completion Date:</b>		<b>31/05/2024</b>

## 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

<b>Workstream Sponsor:</b>		Robert Emery
<b>Project Manager/s:</b>		Louisa Simpson
<b>PMO Support:</b>		Heidi Robinson
<b>Agreed Completion Date:</b>		31/07/2024
<b>Forecast Completion Date:</b>		31/07/2024
<b>Reporting Period:</b>		
		01/05/2024 – 31/05/2024
<b>Continuous Improvement Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Continuous Improvement – May Project Update:**

Significant work has continued to support the implementation of the SAF and the required changes to the PMO to support the SAF. A communication strategy has been implemented to ensure staff have access to the latest updates and weekly videos are posted and shared. The following SAF videos were shared through April and May:

[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 \(youtube.com\)](#)

There has been a delay in PMO recruitment but this is now covered in a plan that clearly sets out mitigation to any risk through temporary staff and a structured recruitment plan, covering up to three months. The mitigation in place ensures the risk remains low.

An Investment Panel SAF Workshop was held on 29<sup>th</sup> May to discuss the nuance accountabilities between Thematic Committees and the SAF forums. It was agreed that two weekly working groups will be held in the lead up to the Investment Committee to ensure that the Panel is set up for success before the first official Investment Panel is held. Further engagement is taking place with teams with a planned session with the Senior Leadership Team at its meeting in July.



Risk Management has also progressed. Directorate risk registers have been uploaded on the new system and we are monitoring their use. Risk training is now in staff diaries for completion in June. The following Risk videos were shared in May:

[Why Manage Risk? \(youtube.com\)](#)

[What is a Project Risk? \(youtube.com\)](#)

The Procurement internal audit has been completed and the report will be taken to Audit & Governance Committee on the 20<sup>th</sup> June. The draft report is positive in its appraisal of the work undertaken on procurement by the CA.

The work on the Single Project Register (SPR) has been completed and an agreed prioritised SPR has been shared with staff, this will enable staff to focus on identified projects over the next year.

Project Management & Procurement training was completed in March but work has been ongoing with exam arrangements and surveys. 461 staff and partners have been upskilled through APM, Procurement & Contract Management training and this number will increase as more complete the online Procurement Fundamentals course. Training surveys have been created and feedback from participants will be collated. Results will be fed into July's Highlight Report and a further survey will be issued in 6 months to further assess positive impact and culture shift. Business Case training is being planned for the relevant staff and persons involved in Business Case creation and oversight.

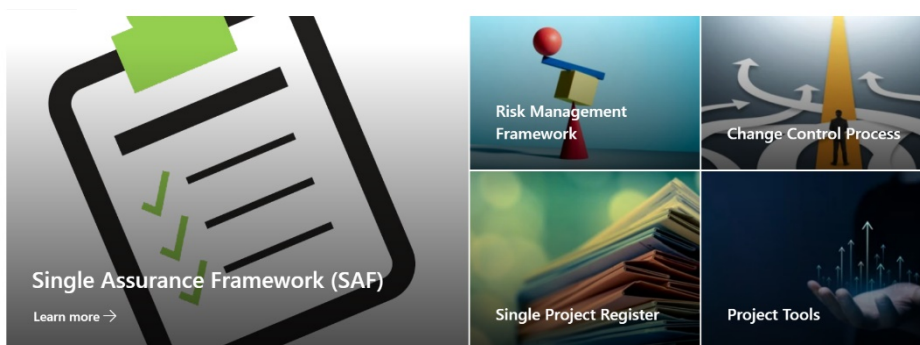
The PMO Hub went live on 31<sup>st</sup> May containing links to the SAF, Risk Framework & Procedure, Change Control Process, Single Project Register, all supporting guidance/documentation and other useful project tools. The Change Delivery Handbook will be uploaded w/c 3<sup>rd</sup> June. Engagement with Directorates & Partners is being planned through June/July. See below snippets from the PMO Hub:

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#### Project Resources



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**Continuous Improvement: Workstream Sponsor Comments:**

As the update above demonstrates, progress has been made across all areas of the workstream, and the substantial assurance opinion from Internal Audit demonstrates the impact and embedding of the procurement improvements made throughout phase 2 of the improvement plan.

The embedding of the SAF continues, whilst it is acknowledged there is still work to do to ensure its smooth implementation, it is covered in the workplan currently managed by the PMO supported by Proteus. The delay in PMO recruitment is to be mitigated by exploring an extension of the interim capacity support being provided by Proteus. Development/Engagement sessions are in diaries to continue to support understanding and deployment of the SAF.

The Investment Committee membership is due to be formally approved at the June CA Board meeting. The first meeting originally timetabled for 10<sup>th</sup> July will not go ahead, recognising the practicalities of publication during the pre-election period. It is intended that this time slot be re-designated as a development session for the Committee members if needed. Ahead of this, the Investment Panel is being convened and is acting as a senior project board to ensure there is ownership and oversight of the implementation of the underlying processes so that projects are being assessed in preparation for the Investment Committee meetings over the Summer and Autumn.

<b>Continuous Improvement - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Internal Audit completed on Procurement Phase 2	Completed
<b>2</b>	Investment Panel - 'interim' sessions scheduled – SAF	Completed
<b>3</b>	Investment Panel – logs and associated ways of working in place - SAF	Completed
<b>4</b>	Investment Panel – Members engagement complete - SAF	Completed
<b>5</b>	SAF core templates agreed	Completed
<b>6</b>	Directorate risk registers uploaded onto new system '4Risk'	Completed
<b>7</b>	Developed detailed project plan for PMF implementation	Completed
<b>8</b>	Engage relevant CPCA staff in PMF project plan briefing	Completed
<b>9</b>	Direction of travel agreed – PMO	Completed
<b>10</b>	Ratified version of the Single Project Register (by CMT)	Completed
<b>11</b>	Prioritisation Workshop with CMT/SLT	Completed
<b>12</b>	Single Project Register reviewed and agreed by CMT	Completed
<b>13</b>	Single Project Register live	Completed
<b>14</b>	Comms Plan in place – including Significant Update - All Team Meeting	Completed
<b>15</b>	Training surveys created	Completed






16	PMO Hub live containing the SAF, Risk Framework & Procedure, Change Control Process, Single Project Register, all supporting guidance/documentation and other useful project tools.	Completed
<b>Continuous Improvement - Key Milestones/Activities Planned for Next Period:</b>		
1	Establish KPIs for the Procurement Team	
2	Develop Procurement Hub as a centre of excellence for the CA and roll out to its partners	
3	Improve Procurement scrutiny, Procurement involvement in Business Case development & implement routine for procurement involvement in Business Case development	
4	Review existing governance structures in advance of new municipal year (annual review) and agree review timetable	
5	Implement Investment Committee for new municipal year	
6	Refine and implement proposed project prioritisation processes	
7	Identify M&E budget allocations	
8	TIC review LTCP M&E progress	
9	PMO Office - Interim roles/capacity needs to be understood	
10	Change Delivery Handbook finalised and uploaded to PMO Hub	
11	Issue training surveys and retrieve staff and partner feedback	
12	Start to collate training feedback and use lessons to inform future training plans	
13	Business Case training planning	
<b>Continuous Improvement - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Capacity to implement and embed Single Assurance Framework in timescales	Regular meetings with Proteus. Handover of works through May. PMO Structure work to ensure that there is sufficient capacity for Proteus to handover to. Business piloting SAF processes. Need to fully identify IT requirements and interim solutions.
2	Unable to secure additional devolution deal	Resourcing up and working with partners differently. Clear information needed from DLUHC in order to lift the best value notice.
<b>Continuous Improvement – Evidence Gathering</b>		
What have we done?	<ol style="list-style-type: none"> <li>Continued to update staff on SAF &amp; Risk progress:  <a href="#">SAF Implementation – the why, the how and the when (youtube.com)</a>  <a href="#">SAF Myth Busting – Separating fact from fiction (youtube.com)</a>  <a href="#">Quick Start Guide to the SAF (youtube.com)</a>  <a href="#">Why Manage Risk? (youtube.com)</a>  <a href="#">What is a Project Risk? (youtube.com)</a> </li> <li>Created Training feedback survey for internal and external staff (survey questions will be added next month once final draft surveys issued)</li> <li>Single Project Register (SPR) developed – single source of truth</li> <li>Created PMO Hub for internal access to the SPR, SAF, Risk Management Framework, Change Control Process &amp; resources</li> </ol>	

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## Project Resources

 <p><b>Single Assurance Framework (SAF)</b> <a href="#">Learn more →</a></p>	 <p><b>Risk Management Framework</b></p>	 <p><b>Change Control Process</b></p>
 <p><b>Single Project Register</b></p>	 <p><b>Project Tools</b></p>	




**Change Delivery Handbook**  
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<p>How did we do it?</p>	<ol style="list-style-type: none"> <li>1. Videos via YouTube and embedded on PMO Hub</li> <li>2. Sharing surveys via email</li> <li>3. This was an in person workshop</li> <li>4. Created content over months and uploaded over a week – staff made aware of Hub going live through multiple features in Happenings newsletter</li> </ol> <hr/> <p>We are pleased to confirm that the PMO hub is going live on 31st May!</p> <p>This will provide resources and support in relation to:</p> <p><b>Single Project Register</b> – <i>single source of the truth detailing all projects and programmes</i></p> <p><b>Single Assurance Framework (SAF)</b> – <i>governance process detailing how new investment is brought into the CPCA and governed throughout the project and programme life cycle</i></p> <p><b>Risk Management</b> – <i>corporate, service level and project and programme risk processes</i></p> <p><b>Change Control</b> – <i>change control and escalation process for projects and programmes</i></p> <p><b>PMO Handbook</b> – <i>easy guide on project and programme processes from Concept to Closure</i></p> <p>A link to the PMO hub will be emailed out to all staff once this is live and ready to access.</p> <p>Content will continue to be added to the hub over the coming weeks as work is progressed.</p> <p>If you have any questions, please email <a href="mailto:pmo@cambridgeshirepeterborough-ca.gov.uk">pmo@cambridgeshirepeterborough-ca.gov.uk</a></p> <hr/>
<p>Who did it include?</p>	<ol style="list-style-type: none"> <li>1. Videos via YouTube – included Comms team and PMO office</li> <li>2. PMO office and Improvement Team – PMO created and Improvement Plan colleagues checked and provided comments</li> <li>3. Included CMT &amp; SMT supported by external consultants Proteus</li> <li>4. PMO office</li> </ol>
<p>What will it achieve/what are the benefits?</p>	<ol style="list-style-type: none"> <li>1. Internal staff will have access to the most up to date information on Risk/SAF – videos can also be shared with partners</li> <li>2. PMO office will have information re quality of training and training gaps internally &amp; with external partners</li> <li>3. A focus for project work for the next year</li> <li>4. Internal staff will have access to the most up to date frameworks, processes and various resources in one central place</li> </ol>
<p><b>Continuous Improvement – Report Completed By:</b></p>	<p><b>Louisa Simpson</b></p>
<p><b>Completion Date:</b></p>	<p><b>31/05/2024</b></p>

## 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.

<ul style="list-style-type: none"> <li>• 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.</li> <li>• Proactive communication with partners and stakeholders utilising a wide range of channels to improve our reach and engagement and demonstrate our positive impact.</li> </ul>		
<b>Workstream Sponsor:</b>		Kate McFarlane
<b>Project Manager/s:</b>		Nathan Bunting
<b>PMO Support:</b>		Thomas Farmer
<b>Agreed Completion Date:</b>		October 2024 (excluding website)
<b>Forecast Completion Date:</b>		October 2024
<b>Reporting Period:</b>		01/05/2024 – 31/05/2024
<b>Strategic priorities, and ambition, and broader partnership working - Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green
<b>Strategic priorities, and ambition, and broader partnership working – May Project Update:</b>		
<p><b>Shared Ambition:</b>  On track for delivery to September CPCA Board. The 10th May stakeholder workshop was delivered successfully, and we have received positive feedback about the event (see evidence section). Attended by circa 60+ delegates, this is the second of three workshops that seek to bring together stakeholders from a broad range of sectors including representatives from further education, universities, voluntary &amp; community sector, public sector organisations such as the, DWP &amp; 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.</p> <p>Feedback from the interactive activities have been consolidated and synthesised. Materials from stakeholder workshops 1 and 2 are available on the website - <a href="#">Have Your Say Today - Shared Ambition - Commonplace</a>. Website communications encouraging stakeholders and residents to share their views have been going out on our social media platforms throughout May.</p> <p>Two consecutive staff workshops were held on 15 May at Pathfinder House in Huntingdon. In total, there was attendance from circa 25 attendees. This interactive workshop was facilitated by the Director of Policy &amp; Engagement. The output from these workshops will be assessed and will feed into future stages and staff feedback has been very positive.</p> <p>Work ongoing in preparation for a busy period of activity in June which includes the Climate Partnership on 03 June, delivery of an all Committee Member Workshop on 13 June, delivery of a workshop to the Shared Ambition and State of the Region Working Group on 17 June, and delivery of the third Board/CEX Workshop session on 27 June. Wider resident and stakeholder engagement planning for June and July is also being finalised.</p> <p>Work on the development of the Shared Ambition and UKREiiF and Investment Prospectus preparation has been interlinked to ensure consistency of messaging and direction. This has included over the last two months a broad meeting between project teams, the April Board and CEX workshop discussing both items and an iterative process that has included sharing outputs from the Shared Ambition first stakeholder workshop to inform the draft investment prospectus and the final investment prospectus influencing the wider Shared Ambition themes.</p>		

## **UKREiiF & Investment Prospectus:**

Complete. The Combined Authority convened Team Cambridgeshire and Peterborough's first delegation at this year's UK's Real Estate Investment & Infrastructure Forum (UKREiiF). Held in Leeds from 21 to 23 May, UKREiiF was attended by over 13,000 delegates across the UK and internationally. Team Cambridgeshire and Peterborough's purpose for attending UKREiiF was to showcase our region's strengths and potential for investors, highlighting Cambridgeshire and Peterborough as an exceptional destination for living, working, learning, and investing.

To deliver this, a small multi-disciplinary team have worked with our Constituent Authorities and the Business Board to develop and deliver a programme of six core panel events, and two fringe events which were well attended with many being standing room only.

A Team Cambridgeshire and Peterborough Investment Prospectus was also co-produced with our Constituent Authorities and the Business Board alongside a suite of marketing materials. This was underpinned by bespoke website which can be found by visiting [www.cambridgeshirepeterborough-ca.gov.uk/investwithus/](http://www.cambridgeshirepeterborough-ca.gov.uk/investwithus/).

At UKREiiF we had 272 unique visitors from 209 organisations across the 2.5 days (excluding our full delegation i.e. Team Peterborough and Cambridgeshire and our speakers).

Feedback from delegates visiting the pavilion included:

"I've been in all the pavilions, and Team Cambridgeshire and Peterborough events have been by far the most interesting."

"It's noticeable how much more energy there is in the Team Cambridgeshire and Peterborough pavilion."

## **Monthly Newsletter**

The June monthly newsletter was published in May which is now on its fourth issue. The newsletter included an update on Shared Ambition and UKREiiF.

## **State of the Region**

Draft interim report has been submitted to CPCA along with the Beta Dashboard, this has been reviewed and early feedback provided. The development of the accompanying animation for the project has begun. The announcement of the General Election and the imminent pre-election period has resulted in a decision for this item to be taken to July Board meeting (instead of June).

## **Infrastructure Delivery Framework**

On track for delivery to July Environment & Sustainable Communities Committee. Draft report has been received and Place Directors reviewed the report in May.

## **Transport Summit**

Due to the Transport Summit falling in the pre-election period the decision has been made to re-schedule this to the Autumn period so that the Combined Authority can convene a summit that can engage and influence the new Governments Policy.

## **Communications, Engagement and Public Affairs Strategy**

A key component of this work 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 was shared with Corporate Management Team on April 29th and feedback provided. This strategy is no longer scheduled to go to the Board, rather it will be taken to a future Leaders Strategy Meeting, date to be confirmed.



<p><b>Strategic priorities, and ambition, and broader partnership working – Workstream Sponsor Comments:</b></p> <p>This workstream has been moving ahead, at pace in all areas. Most notable this month is of course the delivery of Team Cambridgeshire &amp; Peterborough’s first pavilion at UKREiiF. This is a perfect example of collaboration across the Combined Authority at all levels, with constituent Councils and wider partners and has shone a spotlight on more being achieved by working together. Positive feedback on social media included “The Cambridgeshire &amp; Peterborough Combined Authority team did an excellent job of curating an outstanding programme of events at their pavilion. Thought-provoking panels that exemplified collaboration” and “a brilliant team effort and showcase of our region and the many opportunities for investment.”</p> <p>Towards the end of this reporting period the announcement of an early July General Election has resulted in a revision of timeframes for some key pieces of work. At the time of writing, new dates and timescales are being confirmed for those projects and activities that as agreed with the Monitoring Officer need to be re-scheduled.</p>		
<p><b>Strategic priorities, and ambition, and broader partnership working – Key Milestones/Activities this Period</b></p>		<p><b>Status</b></p>
1	Delivery of 10 May Second Shared Ambition Stakeholder Workshop & 15 May Staff Workshops	Complete
2	Delivery of UKREiiF on 21-23 <sup>rd</sup> May	Complete
3	Continued work towards key June and July deliverables for Public Affairs Strategy, Infrastructure Delivery Framework and State of the Region	Green
<p><b>Strategic priorities, and ambition, and broader partnership working - Key Milestones/Activities Planned for Next Period:</b></p>		
1	Continue to synthesis outputs from Shared Ambition Stakeholder Workshop 2 and Staff Workshop – working towards the development of a draft Ambition document by early August.	
2	Shared Ambition to go 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, and the third Board/CEX Workshop session on 27 June.	
3	Prepare materials for the third Shared Ambition Stakeholder Workshop on 08 July.	
4	Continue to capture feedback and finalise State of the Region Report and complete beta testing of dashboard.	
5	Communications, Engagement and Public Affairs Strategy and Workplan to June CPCA Board, and Infrastructure Delivery Framework to June Environment & Sustainable Communities Committee.	
<p><b>Strategic priorities, and ambition, and broader partnership working - Project Risks:</b></p>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Lacking clarity on how ways of working will change following ambition, how CPCA & Partners work differently	Future ways of working to be reviewed by project team w/c 27 May
2	Uncertainty due to the now confirmed national pre-election period and what this impact could have on	To review impact of pre-election period on programme Continue close engagement with members to ensure work remains on radar

	programme - some engagement may stall or members may not be as engaged as focused on other things.	
3	Lack of public engagement and buy in	<p>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.</p> <p>Online activities to engage public through Commonplace website.</p> <p>Engagement plan being developed for alternative engagement for youth and hard to reach areas.</p>
4	Lack of political buy-in to Ambition	<p>Early member engagements to ensure buy-in at political level.</p> <p>1-1 meetings with Board members to ensure buy in &amp; keeping them involved as driving it throughout.</p> <p>Three Board/CEX workshops seeking to secure political buy in and ownership.</p> <p>All Member Committee Workshop set up.</p> <p>Ensure Ambition document is not just a repetitive ambition document - it needs to be unique, need a clear place identity and place narrative.</p>

**Strategic priorities, and ambition, and broader partnership – Evidence Gathering**

What have we done?	<b>10 May Stakeholder Workshop 2</b>
How did we do it?	<p>The interactive workshop was opened by Mayor Dr Nik Johnson and Cllr Sarah Conboy, Lead Member for Devolution &amp; Place. The activities were:</p> <ul style="list-style-type: none"> <li>- <b>Reviewing a draft ambition statement</b> - In groups attendees were asked to review the emerging shared ambition statement, to discuss and give feedback on a worksheet based on one thing you want to Love, Lose and Add to the statement.</li> <li>- <b>What our future looks like</b> - Each table was allocated a theme of People, Place, Economy, Environment, Connectivity or Infrastructure. For each theme, using prompts from the worksheet, each group were asked to articulate a desirable future state in 2050, linking back to the personality and place-specific qualities of the Shared Ambition statement.</li> <li>- <b>How did we realise our ambition, by reflecting from 2050</b> - In groups attendees were asked to discuss and brainstorm the 'building blocks' that helped them achieve the 2050 ambition. This was by looking at building blocks of the past which demonstrate a path already being paved, the short-term (0-5 years) and the long-term (up to 2050).</li> </ul>

Who did it include?	This workshop was attended by circa 60+ delegates and is the second 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. Evaluation forms were made available for the session and overall:</p> <ul style="list-style-type: none"> <li>• 89% scored a 4 or 5 meaning they agree that they found the playback of what we have heard (from the previous Stakeholder Workshop) helpful.</li> <li>• 85% scored a 4 or 5 meaning they agree that activity 1, and the approach used for the development of the Shared Ambition Statement helped them and their group to refine a statement that can be used across the regions.</li> <li>• 86% scored a 4 or 5 meaning they agree that activity 2, and the focus on life in 2050, allowed them and their group to helpfully articulate what the future of Cambridgeshire and Peterborough could look like.</li> <li>• 71% scored a 4 or 5 meaning they agree that activity 3, and the building block approach, allowed them and their group to helpfully set out the short, medium and longer-term horizon, and how we can realise our ambition.</li> <li>• 79% scored a 4 or 5 meaning that they agree the pace, external facilitation and overall structure of the workshop was appropriate.</li> <li>• 94% scored a 4 or 5 meaning that they agree the venue was suitable for this workshop.</li> </ul> <p>Feedback from the workshop included:</p> <ul style="list-style-type: none"> <li>• Clear and well delivered.</li> <li>• Feedback sessions were quite long. More time on activities would be better.</li> <li>• Excellent preparation and content.</li> <li>• Could have longer networking.</li> <li>• Great cross sector representation.</li> <li>• Another first-class session which I hope will encourage real anticipation.</li> </ul>
<b>Strategic priorities, and ambition, and broader partnership working Completed By:</b>	<b>Nathan Bunting</b>
<b>Completion Date:</b>	<b>24 May 2024</b>



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.