

Theme: Partnerships and Continuous Improvement						October 2025 Update	
Accountable Director: Director of Operations						Status	Commentary
Strategic Priorities (Note: Some of the below cross over into other or all areas, the below represents the dominant theme)							
	Headline Actions	Key Steps	Overarching Measure of Success	Target Date to Achieve			
4. Embed a Culture of Continuous Improvement	Ensure progress against the actions contained within the Organisational Improvement Plan is effectively monitored, working closely with the constituent local authorities and the Independent Improvement Board, and reported in a transparent manner to Cabinet, the Improvement Board, the Ministry of Housing, Communities & Local Government (MHCLG) and EV (external auditor).	Regular engagement with all stakeholders, building relationships.	Clear & regular reporting, timely meeting papers, improved/positive feedback	Q4 2026	Ongoing	IAB Board meetings in place. Stakeholder engagement workshops held. Ongoing relationship building through various groups and committees continues. Feedback has been received from various partners on a shift in engagement in relation to key workstreams & projects.	
		Set up report structure for both internal and external reporting at agreed frequency.			Complete	Reporting structure agreed by TVCA Cabinet and in place.	
		Set up spreadsheet to show progress against each action or KPI.				Spreadsheet set up and actively updated.	
		Attend Improvement Board and MHCLG meetings providing previous minutes and recording any actions.			Ongoing	Governance process is well established. 4 IAB meetings held with a further 4 planned to the end of March 2026. A forward plan for all IAB meetings was developed and is monitored and added to monthly as appropriate and as new topics to discuss are identified by TVCA and IAB. Monthly informal meetings are continuing in addition to quarterly MHCLG meetings, the next is due to be held in January. Engagement with and attendance at meetings ongoing.	
1.Rebuild Trust & Shared Ownership Across the Combined Authority	Implement a balanced external communications plan to ensure TVCA restores public confidence, promotes itself and manages challenge & external scrutiny, with a greater role for Cabinet portfolio holders.	Develop plan	Clear, easily accessible information for the public that meets with legislation and best practice	Q2 2025	In Progress	Significant engagement with senior stakeholders across the region continues to take place, led by the TVCA Executive Leadership Team. TVCA have established a Communications group with the Local Authorities that will continue to meet quarterly.  The TVCA comms team have engaged with IAB member Dame Amanda Milling. Scoping for support in development of strategic external communications plan has been conducted. Work is being developed to strengthen existing comms and scoping to understand the external support available/required with a view to building on: <ul style="list-style-type: none"> <li>• Reputation,</li> <li>• Strengthening the strategic narrative and</li> <li>• Continuous proactive engagement with business communities, politically interested stakeholders and Local Authorities.</li> </ul>	
		Work with partners, stakeholders and Members to embed plan			In Progress	In addition to conversations with Dame Amanda Milling, the Local Government Association (LGA) has been engaged to support development of the strategy.  The next steps are communications specialists will conduct research with Local Authority stakeholders in November and facilitate a development workshop with TVCA and LA communications leads in December. LA Comms leads will be interviewed by LGA communications specialists and subsequently attend LGA workshop in December to facilitate further strategy development.	
		Review and update monthly			Ongoing	To be reviewed as and when it progresses with a view to updating monthly once in full delivery to ensure embedding and continuous improvement.	
4. Embed a Culture of Continuous Improvement	Take part in a Local Government Association (LGA) peer review in 18-24 months and seek external support and challenge from the LGA, the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Centre for Governance and Scrutiny (CFGS) to support the Organisational Improvement Plan.	Liaise with LGA/CIPFA/CFGS for peer review and external support & challenge	Agreed dates with each planned into TVCA timescales	Ongoing	Ongoing	Engagement with LGA/CIPFA/CFGS being accessed as appropriate to support improvement journey Details on specific actions/workstreams are updated on appropriate actions throughout the commentary of this progress update. Peer review dates to be agreed for 18-24 months post BVN.	
		Agree dates & timescales				Dates to be agreed at appropriate point.	
5. Deliver Strategic Clarity, Long-Term Planning & Performance Focus & Prepare for the next phase of long term devolution	Undertake an assessment and identify any new actions to ensure that we are striving for excellence in the remaining categories set out in the statutory guidance on best value standards and interventions (not covered in the Best Value Notice (BVN) or by the external auditor statutory letter), which are leadership, use of resources and service delivery.	Undertake assessments and identify & implement any actions involving partners & key stakeholders when appropriate - using BVN guidance as the framework/benchmark	Positive benchmarking/improved position recorded & continually measured.	Ongoing/Q4 2025	Ongoing	Improvement team established to provide assessments and continuous monitoring of progress against actions. The appointment of 2 new Statutory Officers has supported this work. The Officers have identified additional requirements to support Use of Resources and service delivery workstreams. Additional Leadership support is being accessed via the Organisational Development Partner procured as part of the Culture theme for improvement.	
5. Deliver Strategic Clarity, Long-Term Planning & Performance Focus & Prepare for the next phase of long term devolution	Implement a collaborative approach to strategic long-term priority setting and planning, working closely with the constituent local authorities, with meaningful political engagement at the outset and throughout the process.	Implement a series of workshops for priority setting, engage key partners and Members and ensure the workshops fit with the corporate calendar.	Partners and key stakeholders understand long term plans and provide positive/improved feedback on meaningful engagement.	Ongoing/Q2 2025	In Progress	The need to establish clarity of purpose to direct decision-making, inform prioritisation and allocation of resources is an essential governance foundation. The priority is to establish this clarity at the earliest opportunity. The development of the strategic planning process will be aligned with the development of a new Single Assurance Framework (SAF). The TVCA Chief Executive and wider leadership team are actively engaging with key partners and stakeholders including MPs, Local Authority Leaders and business leaders. TVCA Directors are strengthening their relationships with relevant portfolio holders to support a more collaborative approach. External workshops with a strategic focus on the Local Growth Plan have taken place with key groups. On 7th November, the Tees Valley Combined Authority (TVCA) held the first in a series of Cabinet workshops designed to support and shape the organisation's improvement journey within the context of the Budget setting process for 2026/27. This initial session provided a valuable opportunity for Cabinet members to engage in open and constructive dialogue around the Authority's strategic direction, priorities, and the alignment of these with the forthcoming budget-setting process. The workshop marked a significant step in fostering collective ownership of the Authority's vision and ensuring that future decisions are grounded in shared understanding and ambition.  Next steps are to continue to build upon this momentum through continued engagement, using future workshops to deepen strategic alignment, strengthen governance, and ensure that our resources are targeted where they can deliver the greatest impact for the region. To support this a series of further Cabinet conversations is planned. These workshops will provide a structured forum for in-depth discussion, challenge, and consensus-building around TVCA's strategic priorities and budget. They will enable Cabinet members to engage meaningfully with key issues, test assumptions, and co-develop a shared vision for the future. This iterative and collaborative approach will be instrumental in embedding strategic clarity and financial alignment at the heart of the Authority's improvement journey.	
3. Build a High-Performing Organisation with a strong Operating Model	Develop and implement a new organisation-wide operating model to improve processes, efficiency, understanding and quality.	Set out how directorates and teams will be structured and where decision making will sit in order to create a set of general accountabilities for Directors, which are expressed through their objectives to deliver against the policies set out by the Combined Authority.	Agreed operating model is rolled out and understood. Staff can report via surveys understanding of high level objectives and where their role impacts these.	Ongoing Q4 2026	In Progress	Strengthening the way the CA operates is in progress. This action is overarching and links across the Improvement Plan to all areas that will lead to improved processes and ways of working. Areas being prioritised for review are Finance and Governance. Development of officer schemes of delegation, approval systems and processes are being prioritised and work in these areas is progressing well. This is alongside scoping for a people plan to review how directorates and teams will be structured, which will provide the framework for decision making and delegations. This will be linked to strategic priorities for the Authority a mapping exercise has begun which will provide the basis for this work.  A review of the scheme of delegation has begun, which links to the refresh of the Assurance Framework and other Governance related matters. Staff have been engaged in this process to date to ensure alignment with working in practice. More details on the approach to this are noted within the Governance section of this plan.  A review of existing policies and processes has been undertaken in various themes relating to the improvement plan and business as usual. Internal communications on these items is on going as appropriate. Roll out of any changes will happen at the earliest opportunity and will consult and inform internally and externally as appropriate.	
		Create a scheme of delegation that covers specific delegations or requirements for compliance where officers are fulfilling these accountabilities.					
		Undertake an internal review of existing policies & processes, identify gaps and improvements to be made, implement any changes and roll out any appropriate internal & external communications					
3. Build a High-Performing Organisation with a strong Operating Model	Implement a Programme Management Office (PMO), with standardised processes and tools, to ensure consistency in terms of how the organisation develops, manages and monitors projects and programmes.	Explore the structure of a PMO style model within TVCA to ensure it is fit for purpose and specific to TVCA, implement a fit for purpose PMO style model.	An appropriate PMO 'model' is in place for TVCA. Demonstrable benefits of the PMO can be seen & recorded.	Q4 2025	In Progress	Initial scoping is underway to develop an appropriate timeline and holistic approach, linked to all actions that will deliver improved processes as an outcome, recognising the interdependencies with constitutions and schemes of delegations and ensuring they flow through the processes. Pre-market engagement has concluded and next steps are being considered. An internal working group is being established, to consider this role and function as part of the review into the Assurance Framework, which includes representatives from cross-departments and levels within the organisation.	
2. Strengthen Governance, Oversight & Accountability	Refocus the Chief Executives meetings into a Tees Valley Strategic Leadership Team, made up of the six chief executives (5 LAs and 1 CA, CEXs) supporting the delivery of priority workstreams.	Undertake a review of the TV CEXs meetings, priorities and Terms of Reference, implement changes from the review appropriately and reflect any changes in the governance structure and corporate calendar of the wider organisation and embed changes to processes.	Implementation of Tees Valley Strategic Leadership Team meetings. Positive feedback and demonstrable impact of the working arrangements received.	Q3 2025	Ongoing	Discussions are ongoing at CEX level to ensure strategic focus on priorities with alignment to the review. Chief Executive meetings are held monthly and are embedded within the TVCA corporate calendar and Cabinet Cycle. The TVCA Executive Leadership Team identify and present key strategic priorities monthly to ensure CEX engagement.	
4. Embed a Culture of Continuous Improvement	Undertake an assessment and identify any new actions to ensure that we are striving for excellence in the remaining categories set out in the statutory guidance on best value standards and interventions (not covered in the Best Value Notice or by the external auditor statutory letter), which are leadership and service delivery.	Undertake assessment. Agree actions and develop implementation plan.	Through continuous monitoring a clear positive direction of travel can be demonstrated.	Q4 2025	Ongoing	Initial assessment of the remaining areas in the Best Value Notice guidance is being undertaken and will be appropriately included as part of continuous improvement.	

Theme: Use of Resources					October 2025 Update		
Accountable Director: Interim Group Director of Finance and Resources							
Strategic Priorities (Note: Some of the below cross over into other or all areas, the below represents the)							
Headline Actions	Key Steps	Overarching Measure of Success	Target Date to Achieve	Status	Commentary		
2. Strengthen Governance, Oversight & Accountability	Review all finance processes and procedures and implement any necessary changes to ensure exemplar finance best practice, capture changes within the Constitution and improve awareness and understanding across the organisation.	Produce a baseline assessment of finance processes and procedures and 'gap analysis' where applicable to form the basis of future improvement plan.	Fully documented finance business processes and procedure documentation is widely available and understood by staff	End Q3 026	In Progress	Key finance processes have now been defined and process owners assigned to each one. The process owners have identified and documented the "as is/was process" and the "to be process", ensuring that fundamental improvements required are documented and an appropriate plan implemented to rectify. This includes Budget monitoring, finance accounting monthly control process, Treasury management and cash management. Next steps are for the roll out of processes to be planned at an appropriate point when new systems and processes are defined.	
		Cabinet approval of finance process changes as required in line with Constitution			In Progress	This will progress as and when required.	
		Roll out of processes across the organisation (including all necessary awareness raising and training)	Ownership and accountability is demonstrated through budget holder leadership for their respective areas of delegated authority.	Q1 2026	In Progress	Roll out of processes will be planned at appropriate point when new systems and processes are defined.	
		Implementation of the necessary system changes to reflect the new sub-scheme of delegation				This is linked to the Governance related action of review of the scheme of delegation and will be included within that update.	
		Roll out training for all new budget holders and individuals with delegations	Document authorisation processes are compliant, timely and accurate working to agreed service standards across the Group	Q3 2026		This is linked to the Governance action of reviewing the document authorisation system. Roll out of training will be planned at appropriate point when new systems and processes are defined.	
2. strengthen Governance, Oversight & Accountability	Develop and implement a workforce development strategy, to ensure a sustainable and high-performing finance function.	Produce baseline of Finance team capacity and capability. Produce Terms of Reference for review of Finance team and approval by Cabinet	The Finance team has a clear structure building on current capabilities to ensure an appropriately qualified team and a development pathway to a resilient high performing service	Q2 2025	In Progress	Initial review undertaken and interim structure implemented from October. The permanent workforce plan will be developed by the end of the calendar year with a view to embedding from 1 April 2026.	
		Benchmarking analysis and review by Tees Valley Strategic Resources Group (FDs) for feedback					In Progress
		SWOT analysis and local government finance workforce action plan key recommendations analysis performed to support review of the Finance Team		02/03/26	In Progress		
2. strengthen Governance, Oversight & Accountability	Respond effectively and in a timely manner to address the recommendations and actions contained within the external auditor's statutory letter received on the 15 <sup>th</sup> April 2025.	Capacity review	All public inspection periods for the Annual Financial Statements (including narrative report) and Annual Governance Statement are complied with in line with legislation.	Q2 2025	In Progress	The new Interim S73 Officer is working closely with the external auditors. The public accounts inspection recommendation is now understood and will be complied with. An update on the 2024/25 external audit and year end position was provided to the Authority's Audit & Governance Committee on 18 September. Suitably experienced interim resources will be prioritising resolving any residual 2024/25 matters as well as formulating a comprehensive plan for the 2025/26 year-end closing process. Officers have engaged with the LGA and have agreed a proposal for working together and this support commenced during November.	
		Process review		Q2 2025	In Progress		
		Clear timetable for production of its 2024/25 Statement of Accounts		Q4 2026	Complete		
2. Strengthen Governance, Oversight & Accountability	Produce a readiness plan for fiscal devolution, including a potential future integrated settlement, and new accountability arrangements as set out in the Devolution White Paper.	Produce baseline self-assessment of readiness against best practice using models produced for MCAs who have already progressed through readiness activity.	TVCA Cabinet approved readiness plan	Q3 2025	In Progress	Work is continuing on the Strategic Framework which includes a review of Tees Valley strategies and plans, including the Local Growth plan evidence base and proposed metrics and 10 year targets linked to the LSP. This includes review of the English Devolution & Community Empowerment Bill (July 2025) and interdependencies with other bills and legislation linked to the Devolution Framework. This will include assessment of identified key steps and measures of success as well as examination of readiness plans at other CAs accessed via the CA Governance Network.	
		Produce an action plan designed to address any gaps in readiness identified through the baseline assessment work to deliver for March 2026 to inform formal readiness processes with Government. This is on the basis that the first financial year where further fiscal devolution and integrated settlement could occur for TVCA is 1 April 2027.					
		Approval of readiness plan with stakeholders					
2. Strengthen Governance, Oversight & Accountability	Ensure that all actions from audit reports are addressed in an effective and timely manner and progress is reported to Audit & Governance (A&G) Committee and Cabinet.	The detailed activities are covered by other actions in the use of resources section. The formal reporting to TVCA AGC and TVCA Cabinet will follow the approved plan. This requires reports to be produced for circulation with these stakeholders for May, June, September and November.	External Audit recommendations evidenced as complete with Auditors	Q3 2025	In Progress	S73 officer improving relationships with External Auditors. Revised approach agreed to statutory backstop date of 27 February 2026. Updates and progress will be reported to Cabinet & A&G Committee.	

Theme: Governance					October 2025 Update			
Accountable Officer/ Group Chair	Legal Officer/Monitoring Officer	Strategic Priorities (Notes: Some of the below cross over into other areas, the below represents the Commitment)	Headline Actions	Key Steps	Overarching measure of success	Target Date to Achieve	Status	Commentary
6. Strengthen Governance, Oversight & Accountability		Review all governance processes and procedures and implement any necessary changes to ensure external governance and decision-making best practice, capture changes within the Constitution and improve awareness and understanding across the organisation.	Undertake internal review of processes, sub-divide to directorate/teams, identify changes to be made. Identify stakeholders and consultees and decision making needed i.e. from Cabinet. Incorporate review by formalising each process into TVCA governance structure.	Clear, demonstrable and effective governance processes demonstrated through positive feedback from Members, partners and stakeholders and understanding of key processes by TVCA staff.		Q3 2025	In progress	The Interim Monitoring Officer is undertaking a governance review to ensure that the authority's governance arrangements are robust, transparent, and compliant with statutory requirements and devolution agreements. Its purpose is to assess whether decision-making structures, leadership roles, and accountability mechanisms are fit for purpose, while strengthening democratic oversight through effective scrutiny. The review will identify gaps or weaknesses and, recommend improvements to enhance efficiency and resilience.  Next steps are at its meeting on 12th December Cabinet will be asked to consider proposed amendments to the Constitution, including: <ul style="list-style-type: none"> <li>Revising the Scheme of Delegation</li> <li>Clarification of decision-making principles; and</li> <li>Introduction of a financial threshold for defining Key Decisions.</li> </ul> Following this decision work will continue to progress.
2. Strengthen Governance, Oversight & Accountability		Undertake a comprehensive review of the TVCA Constitution, including Scheme of Delegation, working closely with the constituent local authorities and Cabinet, to ensure it is fit for purpose.	Complete internal review of the Constitution, engage members and partners in the review and formalise revised version at a future Cabinet meeting.	Revised Constitution is agreed at TVCA Cabinet. TVCA has clear, demonstrable and effective governance processes		Q3 2025	In progress	Numerous actions will result in updates to the constitution. The approach that has been identified is to complete action related updates as progress is made. The initial focus includes: <ul style="list-style-type: none"> <li>Development of the Officer Scheme of Delegations and alignment with the Internal process</li> <li>Detailed examination of the Publication Scheme, aligning transparency requirements with approvals and delegations</li> <li>Enhancing access to information procedures</li> <li>Strengthening compliance policies, particularly in relation to Freedom of Information (FOI) requests and complaints handling</li> </ul> These priorities aim to improve transparency, accountability, and operational efficiency across the organisation. Engagement is being undertaken with Cabinet Members by the Interim Monitoring Officer on this workstream. There will be appropriate input from all statutory committees in the revision of the constitution.
1. Rebuild Trust & Shared Ownership Across the Combined Authority		Review Cabinet portfolios and strengthen the role of portfolio holders, ensuring TVCA priorities reflect and deliver on local priorities where this is appropriate and add local value, including appropriate support from senior TVCA officers, and capture changes within the Constitution.	Working with the LAS and Cabinet, agree how portfolio holders are identified and agreed, and how portfolio holders input into TVCA governance processes. Make any necessary changes to the TVCA Constitution and internal processes.	Feedback from Cabinet members of shared ownership and contribution. Identifiable output in decision making and wider governance, which acknowledges the role and remit of portfolio holders.		Q3 2025	In progress	Work has been undertaken with Cabinet members to refresh portfolio areas to empower and strengthen the role of Cabinet members within the organisation. Interim Monitoring Officer is meeting all Cabinet Members to discuss Portfolio requirements. TVCA Directors are working more closely with their constituent Portfolio holders to provide more shared ownership and contribution. Cabinet workshops have taken place with a view to setting and maintaining a collaborative approach to long-term priority setting. The External Comms Plan will articulate inclusion and importance of portfolio leads in comms activity.
1. Rebuild Trust & Shared Ownership Across the Combined Authority		Implement regular informal Cabinet meetings, both with and without officers present. Cabinet workshop sessions where appropriate and portfolio meetings with senior TVCA officers and senior local authority officers where appropriate.	Implement a cycle of informal cabinet meetings workshop sessions and portfolio meetings in the corporate calendar, which have an identified and timely link to the governance processes.	Production of corporate calendar, which is agreed and owned by TVCA, partners and Members. Evidence of additional engagement with Cabinet members, with all feedback addressed and reported back to Cabinet members.		Q3 2025	In progress	Informal Cabinet meetings have been included within Corporate Calendar. Further development of the existing corporate calendar is continuing. Feedback from officers and Members on process and outcomes considered and will be reported back to Cabinet members. Intention is to transfer to the point where Cabinet portfolios lead the discussion on their portfolio with support from officers. The December 2025 and January 2026 Cabinet Cycle has been adjusted to ensure Informal Cabinet takes place at appropriate cycle point. A further update has been provided as part of the Partnerships & Continuous improvement action of collaborative long-term priority setting.
1. Rebuild Trust & Shared Ownership Across the Combined Authority		Review the Cabinet decision-making process and implement any necessary changes to ensure meaningful political engagement at the outset, including presenting Members with through options, appraisals, and throughout the process.	Undertake a detailed review of Cabinet decision making process, engage partners and Members in this review, and make any necessary changes to the Constitution and internal processes.	Clearly documented process from origin to decision.		Q3 2025	In progress	Linked to reviewing processes and decision making. The Cabinet Decision making process has been considered as a priority area of focus for the Interim Monitoring Officer. The Cabinet cycle to December is being amended to initially reflect a standard CA 8-week pre-Cabinet cycle alongside improvements to Forward Planning. Engagement on this has begun with key groups. The Interim Monitoring Officer is undertaking a governance review to ensure that the authority's governance arrangements are robust, transparent, and compliant with statutory requirements and devolution agreements. Its purpose is to assess whether decision-making structures, leadership roles, and accountability mechanisms are fit for purpose, while strengthening democratic oversight through effective scrutiny. The review will identify gaps or weaknesses, recommend improvements to enhance efficiency and resilience.
2. Strengthen Governance, Oversight & Accountability		Review the operation of all TVCA statutory committees, ensuring appropriate officer support, and implement any necessary changes to ensure that the responsibilities of each are addressed effectively and efficiently with robust work plans.	Review legislative requirements and terms of reference for each Statutory Committee, engage partners and Committee members in the review, and update the constitution accordingly.	Evidence of training and feedback from Committee members. Changes reflected in governance processes and Constitution.		Q3 2025	In progress	Roles and responsibilities of key groups within the Cabinet cycle have been considered and articulated as part of the Cabinet decision making process as described above. With a view to providing further alignment with organisation objectives as well as fit with best practice approaches and governance opportunities. Both Regulatory Committees have adopted new ways of working, adopting new work programmes and have developed improvement plans in support of the Organisation Improvement Plan.
2. Strengthen Governance, Oversight & Accountability		Ensure committee reports are of sufficient quality and draw attention to the pertinent information, considering best practice and feedback from Cabinet and local authority officers.	Review structure and content of reports & deliver report writing training to identified staff. Deadline for reports clearly communicated with escalation process and action taken (recorded).	Demonstrable audit trail of informed decision making. Testing of the process to ensure robustness.		Q3 2025	Ongoing	The Interim Monitoring Officer has undertaken a review of the reporting template for Cabinet reports to ensure they are of sufficient quality and structure. The new report template has been rolled out for the most recent Cabinet cycle. Further series of sufficient quality report writing with staff will be rolled out.
2. Strengthen Governance, Oversight & Accountability		Ensure that all TVCA statutory committees are appropriately supported and challenged to maximise effectiveness.	Review governance officer capacity. Action log developed and maintained, and reported to each Committee meeting. Review use of confidential items at statutory committees.	Review of effectiveness of each Committee.		Q3 2025	In progress	This will be reviewed as part of an assessment of governance resourcing, process and procedure and good governance behaviours.
3. Build a High-Performing Organisation with a strong Operating Model		Review the non-statutory officer advisory group governance structure, in collaboration with the constituent local authorities and other key stakeholders and implement any necessary changes to ensure efficiency and effectiveness.	Review what exists, what they do and how they contribute to overall governance across the authority, engaging with key partners and stakeholders in the review.	Coherent committee and non-statutory advisory group structure that supports the authority and work of Cabinet. Demonstrated in Committee effectiveness reviews.		Q3 2025	In progress	Scoping underway to identify approach. Scoping is including examination of best practice advisory board/ committee structures within CA as well as the specific functions, membership, opportunity and organisational alignment required within the TVCA governance framework. Scoping exercise will involve examination of target date.
2. Strengthen Governance, Oversight & Accountability		Implement a new Member induction process and on-going programme of development, learning from best practice, for members of all TVCA statutory committees to ensure that they are familiar with TVCA, their roles & responsibilities and the expectations of their position	Request feedback from Members and stakeholders on the current induction process. Develop Member induction process for Cabinet and all Statutory Committees.			Q3 2025	In progress	Workshops held and future workshops planned which will provide feedback in order to progress further.
2. Strengthen Governance, Oversight & Accountability		Review the TVCA Publication Scheme and make any necessary changes, to make the maximum amount of information readily available to the public.	Assess what is currently published against what we are able to share publicly.	Revised publication scheme linked to legislative requirements, which is regularly updated and enhanced, with scheduled reviews.		Q2 2025	Scoping	Scoping underway to identify approach to be taken and the extent to which the Interim Monitoring Officer will want to shape that approach. Scoping will include examination of best practice approaches to ensure maximum transparency compliance and identification of gaps in policy and process required to inform publication scheme. Scoping exercise will involve examination of target date.
2. Strengthen Governance, Oversight & Accountability		Undertake a comprehensive review of the Code of Conduct for Officers and Members and implement any necessary changes to ensure it is fit for purpose and aligns with best practice.	Review current Code of Conduct, secure Cabinet sign off and implement changes.	Revised Code of Conduct that aligns to best practice approved by Cabinet and included in member induction processes.		Q3 2025	Scoping	Scoping underway by Interim Monitoring Officer focused on review of existing approach, constitutional content and identified areas for focus and improvement. Scoping will include assessment of language, clarity and accessibility; ethical standards; compliance; supporting protocols and process; required training and awareness; links to reporting and whistleblowing; examination of enforcement and available sanctions; clarity on process and opportunities for use of Independent Persons. Scoping exercise will involve examination of target date.
2. Strengthen Governance, Oversight & Accountability		Develop and implement an on-going improvement plan with the O&S Committee to continue to make improvements to the effectiveness of the work where appropriate, with identified aims, objectives and timescales. Ensure improvement activity is appropriately included in the Committee's work plan.	Work with O&S Committee to develop improvement plan (integrating any actions under the previous Centre for Governance & Scrutiny review where appropriate), with identified aims, objectives and timescales. Ensure improvement activity is appropriately included in the Committee's work plan.	O&S Committee have shaped and developed the plan, the effectiveness of which can be demonstrated in its work and results.		Q3 2025	In progress	Initial workshops and follow up workshops have taken place. Development of improvement continues with ownership of improvement by O&S committee. Both Regulatory Committees have adopted new ways of working. Both Regulatory Committees have adopted new ways of working, adopting new work programmes and have developed improvement plans in support of the Organisation Improvement Plan.
2. Strengthen Governance, Oversight & Accountability		Implement a new governance e-agenda and forward planning system to improve efficiency and compliance.	Implement modern gov. & roll out training to staff, partners and members.	Modern gov works for staff and members with feedback regularly sought and actions taken to address issues		Q2 2025	In progress	Scoping in relation to modern gov started.
2. Strengthen Governance, Oversight & Accountability		Review the format and effectiveness of the existing Annual Governance Statement in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) & the Society of Local Authority Chief Executives and Senior Managers (SOLACE) Good Governance Framework, and make any necessary changes.	Review current format, engage partners and members as appropriate, taking into account best practice.	Production of annual governance statement which fairly reflects the position of governance across the authority with open and transparent acknowledgement where improvements need to be made, with appropriate actions to address.		Q3 2025	Scoping	Scoping underway to identify approach to be taken and the extent to which the Interim Monitoring Officer will want to shape that approach. Scoping will involve examination of best practice and latest guidance. Scoping exercise will involve examination of target date. Scoping exercise will involve examination of target date.
2. Strengthen Governance, Oversight & Accountability		Undertake a comprehensive review of the TVCA Assurance Framework, taking into account best practice, working closely with the constituent local authorities and Cabinet, and implement any necessary changes to ensure it remains fit for purpose.	Undertake an internal review of the Assurance Framework. Work with partners and Members to update. Seek Cabinet approval.	Approval of updated Assurance Framework. Data is available providing evidence of effective assurance processes.		Q2 2025	In progress	The Assurance Framework has been identified as a priority area for improvement. Best practice centres around the development of a Single Assurance Framework (SAF), which will enable Tees Valley Combined Authority to address issues, introduce a new approach and culture to approvals and drive standards. An initial assessment of the existing Assurance Framework by the Interim Monitoring Officer in September 2025 concluded that: <ul style="list-style-type: none"> <li>The existing Assurance Framework is in need of redesign to meet evolving national requirements.</li> <li>Engagement with key staff has highlighted opportunities to strengthen the existing Assurance Framework, particularly in achieving greater consistency in project initiation, business case development, and subsequent consideration and approval. Enhancing these areas will help improve value for money and maximise the delivery of intended benefits across programmes and projects.</li> <li>BNV improvement actions should require the development of a SAF which is recognised best practice.</li> <li>SAF provides opportunities to deal with the uniqueness and nuances of the Tees Valley set up of Mayoral Development Corporations.</li> </ul> Tees Valley Specific Design Principles have been developed. MCLGO have been engaged to align design principles. Design Principles endorsed by Tees Valley Mayor, Tees Valley Chief Executives and Tees Valley Management Group. An item on the Assurance Framework is included within this 12 December Cabinet agenda. A working group has been established that will drive forward this work. Clear milestones will be set now the initial scoping work as described above has concluded.
4. Embed a Culture of Continuous Improvement		Ensure that TVCA continues to embed the organisational response to all recommendations from the independent Tees Valley review and reports produced by the Centre for Governance and Scrutiny (CGS) and the Chartered Institute of Public Finance and Accountancy and (CIPFA).	Establish baseline and progress against recommendations and develop action plan to address outstanding actions. Develop and implement continuous improvement actions.	Demonstrable progress towards embedded actions.		Q3 2026	Ongoing	Work underway to explore internal programme and project management options to map processes and improve operational effectiveness. Each process improvements will be mapped and systemised to ensure continuous improvement. Internal audits can establish baseline and improvements.
3. Deliver Strategic Clarity, Long-Term Planning & Performance Focus & Prepare for the next phase of long term devolution		Undertake a business planning exercise and produce a readiness plan in anticipation of the expanded powers set out in the Devolution White Paper.	Planning exercise. Agree readiness plan.	Readiness plan is in place with clear target dates and responsibilities.		Q4 2025	In progress	Work is continuing on the Strategic Framework which includes a review of Tees Valley strategies and plans, including the Local Growth plan evidence base and proposed metrics and 10 year targets linked to the LGR. This includes review of the English Devolution & Community Empowerment Bill (July 2025) and interdependencies with other bills and legislation linked to the Devolution Framework.

Theme: Culture Accountable : Assistant Director People and Operations					October 2025 Update	
Strategic Priorities (Note: Some of the below cross over into other or all areas, the below represents the dominant theme)	Headline Actions	Key Steps	Overarching Measure of Success	Target Date to Achieve	Status	Commentary
3. Build a High-Performing Organisation with a strong Operating Model	Initiate and undertake a programme of Organisational Development (OD), with an external partner to provide support and challenge.	Procure O&D partner to support the OD development, develop the programme of OD for consideration and agreement by TVCA Senior Leadership Team.	O&D Programme is developed and agreed with clear steps for implementation over the short, medium and long term.	Ongoing/Q4 2025/26	In progress	Work is continuing with the procured OD partners. A series of workshops have been held with members of the Senior Leadership Team during September and October continuing into November and December. TVCA has commenced partnership working with the LGA to complement the OD partner work and access training and guidance on organisational development.  Next steps are to define the scope which will include: a) Initial analysis of TVCA's OD plan and it's aims b) Support with objective setting to effectively cascade Director's objectives from their 90-day plans c) Review capability and capacity in key areas.
2. Strengthen Governance, Oversight & Accountability	Review TVCA staff induction process to improve organisational awareness and understanding of governance and finance processes.	Review existing induction content and work with governance, procurement & finance teams to build fit for purpose induction content.	New induction process rolled out to staff.	Q3 2025	In progress	Induction content to cover Governance and Procurement is created and Finance contribution will complete this requirement. The staff focus groups on the staff survey identified that staff would welcome broader organisational understanding from an induction. CEX quarterly meet and greets to commence from Jan 2026 for all new starters. The Tees Valley bus tour which is part of the induction process will be widened to include existing staff. Each team will complete a lunch and learn on who they are and what they do and the intranet will have staff grouped by Directorate/team with a written overview of what they do as a ready artefact for staff to access.
3. Build a High-Performing Organisation with a strong Operating Model	Recruit a permanent Chief Executive (CEX) and recruit to the vacant Director posts, and ensure appropriate input from the STS Chief Finance Officer and Monitoring Officer in the senior leadership team. All future recruitment will be undertaken in accordance with the new and emerging cultural values of the organisation. All senior leaders will be expected to exhibit, champion and inspire the behaviours of cultural change.	Engage with external recruitment agency to develop staged process for vacant CEX post. Undertake a process to recruit remaining Director vacancies. Review Senior Leadership Team to ensure appropriate input from statutory officers. Link with senior Leadership Team development. Design & implement a series of stakeholder surveys.	Recruitment concluded. High performing senior leadership team. Recoding of improved data.	Q3 2025	In progress	Permanent Chief Executive appointed by TVCA Cabinet in June 2025. Members of the Independent Advisory Board were involved in the recruitment and interview process. Interim Group Director of Finance & Resources and Interim Monitoring Officer appointed in July and August 2025. They continue to embed as an integral part of the Executive Leadership Team and drive improvements in their respective areas. Permanent recruitment campaigns to commence in 2026. Recruitment process for permanent appointments for Director of Infrastructure and Director of Business Solutions has concluded with report being presented to Cabinet on 12th December 2025.
2. Strengthen Governance, Oversight & Accountability	Develop and implement a workforce development strategy, to ensure a sustainable and high-performing finance function.				In progress	Initial review undertaken and interim structure implemented from October 2025. The permanent workforce plan will be developed by the end of the calendar year with a view to embedding from 1 April 2026.
2. Strengthen Governance, Oversight & Accountability	Develop and implement a workforce development strategy, to ensure a sustainable and high-performing governance function.				In progress	Initial review undertaken which has included the Legal Team structure, interim structure implemented from October 2025. The permanent workforce plan will be developed by the end of the calendar year with a view to embedding from 1 April 2026.
3. Build a High-Performing Organisation with a strong Operating Model	Develop and implement a workforce development strategy through a demand and skills analysis, to ensure appropriate capacity and capability, across the organisation, focused on Cabinet approved priorities.	Create baseline assessments of workforce - identify skills gaps - creation of team and individual development plans. Develop a draft strategy for consideration and agreement by TVCA Senior Leadership Team. Set out the steps for implementation over the short medium and long term.	Production of a workforce development strategy which is clear on the steps to achieve a high performing workforce. Staff Utilise staff surveys to monitor impact.	Q1 2026	In progress	This strongly correlates to the Operating Model and Organisational Development works as described above. This action is overarching and links across the Improvement Plan to all areas that will lead to improved processes and ways of working. The outcome of linked actions will help further inform the progress and timeline for a strengthened operating model. Discussions are ongoing with Cabinet on the Strategic Framework which will inform this.  As an initial first step officers are scoping the people plan to review how directorates and teams will be structured, which will provide the framework for decision making and delegations. This will be linked to strategic priorities for the Authority including future devolution. A mapping exercise has begun which will provide the basis for this work. LGA Support is being accessed for this work and is at scoping stage with next steps to be determined early December 2025.
3. Build a High-Performing Organisation with a strong Operating Model	Develop and implement a workforce development strategy, to ensure expertise and experience across TVCA & the constituent local authorities are fully utilised in support of continued organisational improvement.				In progress	Links to Operating Model and Organisational Development Plan. The outcome of those actions will help inform work force strategy. Plan of stakeholder engagement has been developed in partnership with Local Authorities. Utilising expertise in constituent LAs as an example, Director of Inward Investment & Marketing is spending a day a week in each LA area to define the developing Inward Investment Strategy and ensure its fit for purpose for the region.
3. Build a High-Performing Organisation with a strong Operating Model	Develop and implement a workforce development strategy, to enhance skills and knowledge at all levels within the organisation.				In progress	Links to Operating Model and Organisational Development Plan. The outcome of those actions will help inform work force strategy. As above, scoping the people plan to review how directorates and teams will be structured as first step, with priority focus on finance and governance.
3. Build a High-Performing Organisation with a strong Operating Model	Ensure that the TVCA values (open, empathetic, collaborative & focussed) are embedded through everyday activity, organisational development and the appraisal process.	Design and implement a recordable system to give positive feedback where TVCA's values are lived out and demonstrated	Clear data showing increasing evidence of TVCA staff living our values	Q3 2025	Complete	The intranet feature has been edited and where a staff member receives recognition, this now captures against which value was demonstrated. Work has been done to embed TVCA's values in recruitment, with the value's clear and visible in vacancy advertisements, and also at the assessment stage there is a bank of questions to test to value-aligned responses/fit of a candidate. TVCA's values have been more actively featured in the new induction, including an induction video that is in progress. The TVCA graphics team have worked on new wall display/decals to have the values visible and present in the office. The reception TV screen that hosts staff messages, as well as the desktop IT landing page has also been designed to display the values.
3. Build a High-Performing Organisation with a strong Operating Model	Embed appraisal process that ensures individual accountability through clear objective setting, which is aligned to team and organisational priorities and robust performance management.	Run training sessions for appraising managers on effective objective setting to ensure consistency. Create a process that overlays the appraisal incremental time points (6month and annual) whereby objectives review is more fluid to create accountability.	Appraisal process is embedded. Objectives are demonstrably achieved or action is taken to address this.	Q4 2024	In progress	This is now being supported by the LGA. Meeting early December 2025 to agree scope.
3. Build a High-Performing Organisation with a strong Operating Model	Create a healthier work environment by engaging with staff through the staff survey and staff forum and making changes/delivering activities that will influence staff satisfaction in terms of wellbeing and engagement.	Set up staff forum. Staff surveys acted upon to address issues/concerns - plan 12 month series of lunch & learns - provide multi-purpose space for staff as part of office refurbishment.	Staff forum is up & running. Staff survey results are analysed and areas of concern are addressed and re-surveyed to measure improvements & show positive direction of travel. Staff agree their wellbeing is valued and can see positive improvements.	Q1 2025	In progress	Staff forum continues to meet. Improvement is now a standard agenda item. Lunch and learn sessions are ongoing, as detailed above. All staff briefings are continuing bi-monthly. Following analysis of initial staff survey results a focussed staff survey workshops have taken place which were well engaged with and have provided further insight around the results and resulted in a series of additional actions to be implemented. Staff have been engaged via pulse surveys on key matters that relate to the organisation improvements including the internal approvals system and social value and contract management. The planned wellbeing space is now complete.
3. Build a High-Performing Organisation with a strong Operating Model	Develop and implement a professional development plan for the Chief Executive (CEX) and all Directors to ensure continued development, and establish a high performing senior leadership team.	Develop Organisational Development (OD) road map, which details a 12 month rolling programme of OD workshops, mentoring, coaching, and supplementary interventions.	Personal Development Plans in place for the CEX and Directors.	Q3 2025	In progress	Work has progressed with the Organisational Development Road Map, draft has been agreed and workstreams have commenced.
3. Build a High-Performing Organisation with a strong Operating Model	Improve relationships between senior management and all staff through improved communication, visibility, engagement activity, openness to receiving feedback/challenge and demonstrating that the organisation is responsive to staff.	Develop and embed an internal communications plan, which is shared with all staff. Continually monitor plan to ensure effectiveness.	Communications plan is agreed and staff are reporting positive feedback through regular feedback requests on communication and visibility.	Q1 2025	In progress	Staff focus group sessions identified the need for continued transparent communications, with a marked improvement noted. A staff forum request was delivered for more visible and accessible executive level leadership. Staff want better cross-team understanding and this will be achieved through lunch n learns, intranet development on what teams do. The want clearer remit and a proactive approach to deadlines, as well as understanding where their work fits in. This has initiated a project piece of work with comms team to improve internal knowledge on organisational/Directorate's team objectives and deliverables.
3. Build a High-Performing Organisation with a strong Operating Model	Implement an internal communications plan to improve employee engagement and voice, through ongoing engagement and learning activity and to embed the actions within the Organisational Improvement Plan across the organisation.	Regular staff updates via TVCA intranet - request feedback from staff - on-going staff surveys - Discussion at all staff meetings on progress of embedding change.	Evidence shared on TVCA intranet staff confirm they are informed through regular feedback requests.	Q1 2025	Ongoing	Improved internal engagement through all staff meetings, staff forum, Lunch and Learn sessions, Reception display board notifications and regular updates from the Chief Executive and Director of Operations. Further ideas for internal communications have been asked via the staff forum and all staff Briefings. Feedback has informed the final plan.