

Theme: Partnerships and Continuous Improvement Accountable Director: Director of Operations					November/December 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
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 EY (external auditor).	Regular engagement with all stakeholders, building relationships.	Clear & regular reporting, timely meeting papers, improved/positive feedback	Q4 2026	Complete	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. Monitoring will become part of Continuous Improvement
		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.			Complete	Spreadsheet set up and actively updated.
		Attend Improvement Board and MHCLG meetings providing previous minutes and recording any actions.			Complete	Governance process is well established. 5 IAB meetings held with a further 3 planned to the end of March 2026 and forward plan implemented. Monitoring will become part of Continuous 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	Complete	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 7 November, 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 and future workshops. These workshops will provide a forum for in-depth discussion, challenge, and consensus-building around TVCA's strategic priorities and budget to 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. Monitoring of these arrangements will become part of Continuous Improvement.
Actions Currently In Progress						
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	TVCA & Local Authority Communications group meets 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 with partners, stakeholders and Members to embed plan			In Progress	Local Government Association (LGA) has been engaged to support development of the strategy. LGA Communications specialists to conduct research with Local Authority stakeholders including Leaders, Chief Execs and Communications Leads in November and facilitate a development workshop with TVCA and LA communications leads.  When in place, plan to be reviewed and updated monthly.
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	Areas prioritised for review are Finance and Governance. Work on development of officer schemes of delegation, approval systems and processes is progressing well. This is alongside scoping for a people plan (Workforce Development Plan) to review how directorates and teams will be structured, providing the framework for decision making and delegations linked to strategic priorities. A mapping exercise has begun which will provide the basis for this work.
		Create a scheme of delegation that covers specific delegations or requirements for compliance where officers are fulfilling these accountabilities.				A review of the scheme of delegation has begun, which links to the refresh of the Assurance Framework and other Governance matters. Staff have been engaged to ensure alignment with working in practice. More details are noted within the Governance section of this plan. Including key Governance items relating to this plan being taken to TVCA Cabinet.
		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				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 ongoing as appropriate. Roll out of any changes will happen at the earliest opportunity and will consult and inform internally and externally as appropriate.
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	Pre-market engagement has concluded and next steps are being considered. An internal working group will be established to consider this role and function as part of the Assurance Framework review, including representatives from cross-departments and levels within the organisation.
Ongoing Actions						
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. A wider piece of work is being undertaken to better align forward plans for strategic groups that link with the Cabinet forward plan and cycle.
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.

Main Activity Since Previous Update

1	Adeep dive on the Theme of Use of Resources presented to the IAB on 8 December 2025.
2	Formulation of Finance team structure has been developed.
3	Key finance processes have been defined. The existing ('as is/was') processes and the future ('to be') processes have been fully documented, ensuring that all required fundamental improvements are captured and that an appropriate implementation plan is in place, which is now in delivery.

Theme: Use of Resources					November/December 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 dominant theme)	Headline Actions	Key Steps	Overarching Measure of Success	Target Date to Achieve	Status	Commentary
2. strengthen Governance, Oversight & Accountability	Develop and implement a workforce development strategy, to ensure a sustainable and high-performing finance function.	Produce a baseline of Finance Team Capacity and Capability. Produce Terms of Reference for review of Finance team and approval by Cabinet. Benchmarking analysis and review by Tees Valley Strategic Resources Group (FDs) for feedback.	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	Complete	Initial review undertaken and interim structure implemented from October. The permanent workforce plan has been developed with a view to embedding from 1 April 2026.
Actions Currently In Progress						
2. strengthen Governance, Oversight & Accountability	Develop and implement a workforce development strategy, to ensure a sustainable and high-performing finance function.	SWOT analysis and local government finance workforce action plan key recommendations analysis performed to support review of the Finance Team. Formulation of Finance Team structure options and funding requirements as applicable and recommendations to TVCA Senior Leadership Team and stakeholder groups	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. A benchmarking exercise has taken place to ensure Value for Money.
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 2026	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. LGA now engaged to provide additional support on key improvements, scope of works agreed, due to start early Jan. Regular meetings with Treasury Advisors on Treasury & Cash Management
		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		This is linked to the Governance action of reviewing the document authorisation system. Roll out of training will take place when new systems and processes are defined.		
Roll out training for document authorisation system	Document authorisation processes are compliant, timely and accurate working to agreed service standards across the Group	Q3 2026				
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. An update on the 2024/25 external audit and year end position was provided to the Authority's Audit & Governance Committee on 18 September.
		Process review		Q2 2025	In Progress	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.
		Clear timetable for production of its 2024/25 Statement of Accounts	All year-end statutory deadlines met for the production of Annual Financial Statements (including narrative report) and Annual Governance Statement to deliver before the backstop date	Q4 2026	In Progress	Timetable has been discussed and agreed with Auditors.
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. 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	TVCA Cabinet approved readiness plan	Q3 2025	In Progress	Work is continuing on the Strategic Framework, including a review of Tees Valley strategies and plans, the Local Growth plan evidence base and proposed metrics and 10 year targets linked to the LGP. This includes review of the English Devolution & Community Empowerment Bill (July 2025) and interdependencies with other bills and legislation. 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.
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. Training sessions held with A&G Members and meeting held with Chair pre-publication.

Main Activity Since Previous Update	
	The following Governance related items were taken to TVCA Cabinet on 12th December, the outcomes are provided below:
1	Cabinet approved development of a Single Assurance Framework which will replace the existing Local Assurance Framework.
2	Cabinet approved the establishment of an Independent Remuneration Panel
3	Cabinet approved in principle the Public Code of Conduct

Theme: Governance Accountable Officer: Group Chief Legal Officer/Monitoring Officer					November/December 2025 Update	
Strategic Priorities (Note: Some of the below cross over into other or all areas, the below represents the dominant priority)	Headline Actions	Key Steps	Overarching measure of success	Target Date to Achieve	Status	Commentary
<b>Actions Currently In Progress</b>						
2. Strengthen Governance, Oversight & Accountability	Review all governance processes and procedures and implement any necessary changes to ensure exemplar 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 continuing to undertake his review of governance process which will identify gaps or weaknesses and recommend improvements to enhance efficiency and resilience.  Following this review at its meeting on 12th December Cabinet considered Governance items as detailed below:  Approved the development of a Single Assurance Framework which will replace the existing Local Assurance Framework. Approved the establishment of an Independent Remuneration Panel Approved in principle the Public Code of Conduct Approved Decision making Principles  Other Governance items are planned to go to Cabinet in March.
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. Identified priorities aim to improve transparency, accountability, and operational efficiency across the organisation. Engagement is being undertaken with Cabinet Members by the Interim Monitoring Officer and there will be appropriate input from all statutory committees.
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 can add 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. This work continues to progress with engagement and consideration to lessons learned throughout the process. This includes meetings with Interim Monitoring Officer, increased Director engagement with the introduction of monthly meetings, Cabinet workshops and an in-development External Communications Plan.
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. Intention is to transition to 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 and workshops are held to support understanding of items as they develop.
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 thorough 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 a priority for the Interim Monitoring Officer. The Cabinet cycle to December is being amended to initially reflect a standard CA 6-8-week pre-Cabinet cycle alongside improvements to Forward Planning. Engagement has begun. The Interim Monitoring Officer is undertaking a governance review to assess whether decision-making structures, leadership roles, and accountability mechanisms are fit for purpose, while strengthening democratic oversight through effective scrutiny.
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.	Revised Terms of References produced.  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, to provide further alignment with organisation objectives and fit with best practice approaches and governance opportunities. Both Regulatory Committees have adopted new work programmes and have developed improvement plans.
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 CAs as well as the specific functions, membership, opportunity and organisational alignment required within the TVCA governance framework. Scoping 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	Request feedback from Members and stakeholders on the current induction process. Develop Member induction process for Cabinet and all Statutory Committees.			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	In progress	Scoping underway to identify approach to be taken and the extent to which the Interim Monitoring Officer will want to shape that approach. Scoping to 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	In progress	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 Overview & Scrutiny (O&S) Committee to continue to make improvements to the effectiveness of the overview and scrutiny function, including a more strategic approach to work planning and improving the relationship with Cabinet and portfolio holders.	Work with O&S Committee to develop improvement plan (merging 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 and follow-up workshop have taken place. Development of improvement continues with ownership of improvement by O&S committee. Both Regulatory Committees have adopted 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	In progress	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.
5. 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 LGP. This includes review of the English Devolution & Community Empowerment Bill (July 2025) and interdependencies with other bills and legislation linked to the Devolution Framework.
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 the existing framework is in need of redesign, with opportunities to strengthen it. A SAF provides opportunities to deal with the uniqueness and nuances of the Tees Valley set up of Mayoral Development Corporations.  Tees Valley Specific Design Principles have been developed. MHCLG 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 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.
<b>Ongoing Actions</b>						
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, with a new template now rolled out. Further series of sufficient quality report writing with staff will be rolled out.
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.

Main Activity Since Previous Update	
1	Recruitment process for the positions of Director of Infrastructure and Director of Business Solutions has concluded with appointments ratified by Cabinet on 12th December 2025.
2	Engaging support from the LGA to undertake a capacity and capability review that will inform the wider Workforce Development Strategy—addressing current needs as well as the future requirements of the organisation, including those associated with further devolution.
3	Directors 90 Priority meetings held

Theme: Culture					November/December 2025 Update	
Accountable : Assistant Director People and Operations						
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	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 to give recognition to colleagues has been edited to capture which value was demonstrated. TVCA values have been embedded in recruitment, clear and visible in job advertisements with questions to test to value-aligned responses/fit of a candidate at interview stage. TVCA's values more actively featured in the new induction, including an induction video that is in progress. Wall display/decals including the values are visible present in the office, with the values also being displayed on the reception TV screen and desktop wallpaper.
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 S73 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	Complete	Permanent CEO appointed by Cabinet in June 2025. Interim Group Director of Finance & Resources and interim Monitoring Officer appointed in July and August 2025. Permanent recruitment campaigns to commence in 2026. Recruitment process for permanent appointments for Director of Infrastructure and Director of Business Solutions has concluded with appointments ratified by Cabinet on 12th December 2025.
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	Complete	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, focused staff survey workshops have taken place which were well engaged with and have provided further insight and 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.
<b>Actions Currently In Progress</b>						
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. Workshops have been held with Senior Leadership team in September and October continuing into November and December. TVCA is working in partnership with 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) An 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. Finance developing good relationships with Heads of Service and Budget managers. CEX quarterly meet and greets to commence from March 2026 for all new starters. The Tees Valley bus tour, 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.
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. 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.  Officers are now are scoping the people plan (workforce development plan) to review how directorates and teams will be structured, providing 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 to provide the basis for this work. Engaging support from the LGA to undertake a capacity and capability review that will inform the wider Workforce Development Strategy—addressing current needs as well as the future requirements of the organisation, including those associated with further devolution.
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 workforce 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.
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	As above
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.
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 and learns, intranet development on what teams do. Comms team is now working to improve internal knowledge on organisational>Directorate> team objectives and deliverables.
<b>Ongoing Actions</b>						
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.	Ongoing - from 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.