

Governance Improvement Plan 2021-2022

No.	Focus for 2021/22	Lead	Milestones/ Deadline	Status Update	RAG Rating	
					OCT	JAN
	Strategic					
1	Continued implementation of operational improvements to public transport as a consequence of the Bus Review and subsequent national policy statements	Head of Paid Service / PTE DG	<p>CONFIRMED DATES</p> <p>Oct 21</p> <p>Jan 22</p>	<p>ON-TRACK</p> <p>Development of the Bus Service Improvement Plan (BSIP) as required by the National Bus Strategy (NBS) is on track for submission to DfT by 31 Oct. As well as the development of a robust evidence base the BSIP has drawn heavily on the findings of the Bus Review and engagement with a variety of stakeholder groups. Once submitted the BSIP will form the basis of an Enhanced Partnership Plan which will go out to public consultation in Jan 22.</p> <p>Government support for bus services moved to Bus Recovery Funding which will run from September through to April next year. As part of this process baselines for service delivery have been agreed with local operators to maintain current service provision.</p> <p>In spite of this challenges remain to service delivery, primarily as a result of staff shortages.</p> <p>The extension of the 18 – 21 concession extension will run through to June 2022 with the volume of journeys increasing as University and college students return. The Summer Discount, introduced by the MCA, ran through August and September and take up of the offer has been very positive with sales comparable to pre-COVID levels.</p>	A	G/A

2	Implementation of the assured plan for full integration of the PTE into the MCA	Head of Paid Service / Deputy CEX	March 22	ON-TRACK <ul style="list-style-type: none"> The plan is in deployment and Management Board are currently assured the fundamental milestone of an integrated organisation is achievable by the deadline of end of 21/22 financial year. 	A	G
			TBC	<ul style="list-style-type: none"> The formal dissolution will not take place until later in 2022 (no date given by HMG) but engagement to progress this is continuing 	A	A
3	Implementation of new decision-making arrangements eg broadening the scope of the Transport Thematic Board	Head of Paid Service / Monitoring Officer	Dec 21	COMPLETED New ToR have been introduced and implemented. A supporting Officer Group, chaired by the lead CEX has been established to inform and support Decision Makers	G	G
4	Development, agreement to and Implementation of the Strategic Investment Framework	Head of Paid Service	March 22	ON-TRACK Development of the framework for the Strategic Investment Framework is well underway. To date in 21/22 <ul style="list-style-type: none"> Leaders have agreed the principles underpinning the fund (23.03.21) and a 4 stage programme of activity has been agreed to develop the detail of the fund Stage 1 focused on priorities and has been completed Stage 2 focuses on outcomes and these conversations are underway with LA Stage three meetings (focusing on interventions and subsidiarity) will commence in October and run till December. Stage four discussions (focusing on process and access to funding will run concurrently with stage three as this will have implications for the Assurance Framework, which needs to 	G	G

				<p>be considered by the LEP and MCA Boards in January and approved in March 2022.</p> <ul style="list-style-type: none"> The MCA will consider (potentially make decision on) the Borrowing Cap 21/22 to be agreed with HMT in November 2021. This cap will be agreed annually with HMT and work on the 22/23 borrowing cap could follow quickly – time to be confirmed but potentially for a decision March 22. Proposal to go out to market for support for the Financial Investment Framework w/c 11.10.21 The SY Renewal Fund is expected to be fully operational from April 2022. 		
	Operational					
5	Development of new corporate structure and clearly defined responsibilities for the single integrated organisation	Head of Paid Service / Deputy Chief Executive	September 21	<p>COMPLETED</p> <ul style="list-style-type: none"> Work on the Management Board structure and the consultation and confirmation of roles has been completed The detailed structure and operating model have been published and presented to all employees (December 2021) 	A	G
	Implementation phase		December 21- March 22	<p>ON-TRACK</p> <p>Work has commenced to brief the Trades unions, set up team and individual consultations (due to conclude 28 January)</p> <p>Recruitment to new or changed positions scheduled to commence mid-Feb</p>	A	G/A
6	Development of a target operating model for governance to be developed and implemented within the year	Deputy Chief Executive / Monitoring Officer	September 21	<p>COMPLETED</p> <p>As timeline above for the structural considerations.</p> <ul style="list-style-type: none"> Programme Board have considered a detailed paper on 'ways of working' for governance. This discussion paper was delivered by June 	G	G

				21. More detailed actions flowing from this will continue to be refined and implemented before the end of the financial year.		
7	Development of a target operating model for risk management to be developed and implemented within the year	Deputy Chief Executive / Monitoring Officer	January 22	<p>ON-TRACK</p> <p>After being originally delayed and a revised date set, work is progressing quickly.</p> <ul style="list-style-type: none"> • Interim Risk Manager has been appointed (commenced in role Sept 21) • A full review of MCA and PTE risk reporting has concluded. • A number of risk deep dives are being undertaken • A new process / protocol is in development for the new organisation, for risk management to be embedded at team level – with appropriate escalation routes. • A Risk Management TOM is planned to be presented to the January 22 A,S&R Committee. 	A	G/A
8	Development of a target operating model for financial management to be developed and implemented within the year	S73 Officer	September 21	<p>ON-TRACK</p> <p>Work has progressed to:</p> <ul style="list-style-type: none"> • scope out the management structure for the finance team (completed Sept 21) • To agree all of the systems flows between finance and procurement, PMO and Contract Management (completed Sept 21) • A Project Accountant has been appointed to support integration activity and the move to the new operating model 	A	G/A
9	Development of a target operating model for procurement to be developed and implemented within	S73 Officer / Monitoring Officer	September 21	<p>ON-TRACK</p> <p>Work has progressed to:</p> <ul style="list-style-type: none"> • scope out the management structure for the 	A	G/A

	the year			finance team (completed Sept 21) <ul style="list-style-type: none"> To agree all of the systems flows between finance and procurement, PMO and Contract Management (completed Sept 21) Interim procurement support has been appointed to support integration activity and the move to the new operating model 		
10	Development of a target operating model for programme management to be developed and implemented within the year	S73 Officer	September 21 October 21	ON-TRACK Work has progressed to: <ul style="list-style-type: none"> scope out the management structure for the team (completed Sept 21) To agree all of the systems flows between finance and procurement, PMO and Contract Management (completed Sept 21) Additional work is required to ensure clarity as to what the scope of a formal PMO is and how a business partnering approach could work. This deadline is for the end October 21 	G	G/A
11	Review, agree and implement a new officer scheme of delegation	S73 / Monitoring Officer	December 21	COMPLETED <ul style="list-style-type: none"> This has been developed and approved by the MCA in September. Guidance Notes have been drafted and work to implement is underway. 	G	G
12	Embedding of new CPRs and a Social Value Policy and officer briefing and training	S73 Officer	December 21	ON-TRACK <ul style="list-style-type: none"> The CPRs have been embedded and tested through an internal audit report that provides substantial assurance Work continues with Policy colleagues to develop a Social Value Policy 	G	G/A
13	Roll out of new corporate induction	Deputy Chief Executive	June - July 21	COMPLETED <ul style="list-style-type: none"> Roll-out of all resources on the eLearning portal, supplemented by face to face office 	G	G

			ADDITIONAL WORK DATE March 22	<p>induction, CEX meet and greet and organisational induction</p> <ul style="list-style-type: none"> Resources require updating to reflect the move to joint MCA Exec / PTE induction in a single programme This work will commence alongside the integration planning but will not pause induction from progressing 		
14	Roll out and evaluation of single process for performance development reviews across the integrated organisation	Deputy Chief Executive	May 21	<p>COMPLETED</p> <ul style="list-style-type: none"> Roll out of process commenced May 2021. Process is subject to review and re-design to fully reflect vision, values and ways of working changes that arise from the integration into a single organisation 	G	G
15	Implementation of new job evaluation system for the integrated organisation, including renewal of all MCA Exec job profiles to update these to reflect new values etc	Deputy Chief Executive	December 21	<p>COMPLETED</p> <ul style="list-style-type: none"> Work has concluded on the job evaluation and read across between MCA and PTE 	G	G
16	Implement arrangements for the monitoring of the Corporate and business plans. Including the introduction of new reporting arrangements	Deputy Chief Executive / S73 Officer	November 22 REVISED DATE March 22	<p>ON-TRACK After being delayed</p> <ul style="list-style-type: none"> Management Board considered a report on Corporate Plan monitoring in November Further work is due to be reported at the end of the financial year 	A	G/A
17	Introduce a new corporate assurance management board to review all aspects of corporate assurance oversight	Deputy Chief Executive	REVISED DATE March 22	<p>DELAYED</p> <ul style="list-style-type: none"> This remains part of the planning, but implementation has been delayed. This is not impacting on any decision making or governance improvement actions as all matters continue to be considered by the full Management Board. The role of a Corporate Assurance Board to 	A	R/A

				be considered and agreed as part of the next steps work for governance TOM and as part of a piece of work on internal and external officer boards.		
18	Monitor and manage the impact of the integration on BAU strategic and operational risks	Deputy Chief Executive	January 22	ON-TRACK The review is underway, a revised Risk Framework is being scoped at a Management Workshop to be held in November. A presentation of a new framework is scheduled for January 2022	G	G
19	Refresh core policy documents inc Assurance Framework, Monitoring and Evaluation Framework etc	Deputy Chief Executive	March 22	ON-TRACK Update scheduled to commence Jan-March 22	G	G
20	Review learning from 2018 and implement a plan to run the 2022 Mayoral Election	Head of Paid Service (CARO) / Monitoring Officer	December 21	COMPLETED Planning has commenced, specific milestones <ul style="list-style-type: none"> • Election manager has commenced in post and planning underway. • Election Manager Review Meeting took place in November 2021, to consider 2018 lessons and from running elections in COVID • A meeting has been held with the Electoral Commission to update them on the activity underway to plan for the election 	G	G
			ON-GOING March 2022	ON-TRACK <ul style="list-style-type: none"> • Work to scope the Mayoral Address booklet has commenced, to bring forward development and printing to February 22 to ensure that a printer is in place within the required timescales. 	G	G
21	Develop an action plan to implement improvements to compliance with the Financial Management Code	S73 Officer	December 21	ON-TRACK <ul style="list-style-type: none"> • Work is programmed to commence ahead of the new calendar year to feed into the 	A	G

				forthcoming Business Planning and Budgeting cycle.		
	Delivery					
22	Embed cross organisational Collaboration Teams to improve the effectiveness of major programme delivery	Deputy Chief Executive	Mar 22	ON-TRACK <ul style="list-style-type: none"> The Organisational Operating Model is built around cross organisational collaboration / matrix teams, which now needs embedding The City Region Sustainable Transport Settlement (CRSTS) work has piloted models of Collaboration Teams, which will be reviewed for lessons learned 	A	G/A
23	Full review of the lifecycle of programme development concluded and improvements made to inform continual improvements	Deputy Chief Executive	June 21 (report)	ON-TRACK <ul style="list-style-type: none"> The business process Re-engineering work concluded the independent review phase and reported in July to the regions LA CEX A new phase is being scoped led by the Director of Resources for SCC and the Dep CEX MCA, including all LA Eds to plan and implement actions arising from the review. There is no fixed end date on this work, the ambition is to have an initial implementation plan developed this calendar year 	G/A	G/A