

### Governance Improvement Plan 2021-2022

No.	Focus for 2021/22	Lead	Milestones/ Deadline	Status Update	RAG Rating		
					OCT	JAN	MAR
	<b>Strategic</b>						
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><b>COMPLETED</b></p> <p>The actions agreed in year have been completed although many of the actions to deliver the Enhanced Partnership and to commence the work on franchising options, as agreed by the MCA in March 2022 will continue as part of business planning in 22/23.</p>	A	G/A	G
2	Implementation of the assured plan for full integration of the PTE into the MCA	Head of Paid Service / Deputy CEX	<p>March 22</p>	<p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>The organisation structure and operating model is on track and will be implemented by the end of the financial year. 22/23 will see a next phase of organisational development work to transition to a single set of systems and processes and to fully embed a new single corporate culture.</li> </ul>	A	G	G
			<p>TBC</p>	<p><b>DELAYED</b></p> <ul style="list-style-type: none"> <li>The formal dissolution will not take place until later in 2022 (no date given by HMG) but engagement to progress this is continuing. This is requiring a number of process work around arrangements are continuing as the separate entities remain and will delay the full realisation of many of the benefits of integration.</li> </ul>	A	A	A
3	Implementation of new decision-making arrangements eg broadening	Head of Paid Service / Monitoring Officer	<p>Dec 21</p>	<p><b>COMPLETED</b></p> <p>New ToR have been introduced and implemented. A</p>	G	G	G

	the scope of the Transport Thematic Board			supporting Officer Group, chaired by the lead CEX has been established to inform and support Decision Makers			
4	Development, agreement to and Implementation of the Strategic Investment Framework	Head of Paid Service	March 22	<p><b>ON-TRACK</b></p> <p>Development of the framework for the Strategic Investment Framework is well underway. To date in 21/22</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Stage 1 focused on priorities and has been completed</li> <li>• Stage 2 focuses on outcomes and these conversations are underway with LA</li> <li>• Stage three meetings (focusing on interventions and subsidiarity) will commence in October and run till December.</li> <li>• 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 be considered by the LEP and MCA Boards in January and approved in March 2022.</li> <li>• 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.</li> <li>• Proposal to go out to market for support for the Financial Investment Framework w/c</li> </ul>	G	G	G

				11.10.21 <ul style="list-style-type: none"> <li>The SY Renewal Fund phase 1 is subject to decision making by the MCA at its March 22 meeting.</li> </ul>			
	<b>Operational</b>						
5	Development of new corporate structure and clearly defined responsibilities for the single integrated organisation	Head of Paid Service / Deputy Chief Executive	September 21	<b>COMPLETED</b> <ul style="list-style-type: none"> <li>Work on the Management Board structure and the consultation and confirmation of roles has been completed</li> <li>The detailed structure and operating model have been published and presented to all employees (December 2021)</li> </ul>	A	G	G
	Implementation phase		December 21- March 22	<b>ON-TRACK</b> <ul style="list-style-type: none"> <li>All ringfenced recruitment is scheduled to be completed prior to the end of March 2022, to ensure officers of the MCA and PTE start 22/23 working in the new organisation structure.</li> </ul>	A	G/A	G
6	Development of a target operating model for governance to be developed and implemented within the year	Deputy Chief Executive / Monitoring Officer	September 21	<b>COMPLETED</b> As timeline above for the structural considerations. <ul style="list-style-type: none"> <li>Programme Board have considered a detailed paper on 'ways of working' for governance.</li> <li>This discussion paper was delivered by June 21. More detailed actions flowing from this will continue to be refined and implemented before the end of the financial year.</li> </ul>	G	G	G
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	<b>COMPLETED</b> <ul style="list-style-type: none"> <li>A new Risk Management Framework, Risk Register, Risk Appetite Statement and reporting and escalation framework has been agreed and will go to the MCA Board for approval.</li> </ul>	A	G/A	G
8	Development of a target operating	S73 Officer	September	<b>COMPLETED</b>	A	G/A	G

	model for financial management to be developed and implemented within the year		21	<ul style="list-style-type: none"> <li>A target operating model for the integrated Group Finance Team has been adopted and is in the process of being implemented</li> </ul>			
9	Development of a target operating model for procurement to be developed and implemented within the year	S73 Officer / Monitoring Officer	September 21	<p><b>COMPLETED</b></p> <p>Work has progressed to revise the CPRs and to agree the workflows from business planning, through to a procurement pipeline and then in practical terms the interface between finance, procurement and decision making.</p> <p>Full implementation of this is delayed partially due to the failure to formally dissolve the PTE and so there is a work-around to bridge the gap and transition the PTE into the single approach. Work will continue on this into 22/23.</p>	A	G/A	
10	Development of a target operating model for programme management to be developed and implemented within the year	S73 Officer	September 21 October 21	<p><b>COMPLETED</b></p> <p>Work has progressed to:</p> <ul style="list-style-type: none"> <li>Stand-up a new corporate PMO function, with clarity of purpose and function</li> <li>Work will continue in 22/23 to set up the team and embed the way of working</li> </ul>	G	G/A	G/A
11	Review, agree and implement a new officer scheme of delegation	S73 / Monitoring Officer	December 21	<p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>Approved by the MCA in September.</li> </ul>	G	G	G
12	Embedding of new CPRs and a Social Value Policy and officer briefing and training	S73 Officer	December 21	<p><b>ON-TRACK</b></p> <ul style="list-style-type: none"> <li>The CPRs have been refreshed</li> <li>MCA board have decision making papers on progressive procurement and social charter (March 2022)</li> </ul>	G	G/A	G
13	Roll out of new corporate induction	Deputy Chief Executive	June - July 21	<p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>Roll-out of all resources on the eLearning portal, supplemented by face to face office</li> </ul>	G	G	G

			<b>ADDITIONAL WORK DATE</b> March 22	<p>induction, CEX meet and greet and organisational induction</p> <ul style="list-style-type: none"> <li>Resources require updating to reflect the move to joint MCA Exec / PTE induction in a single programme</li> <li>This work will commence alongside the integration planning but will not pause induction from progressing</li> </ul>			
14	Roll out and evaluation of single process for performance development reviews across the integrated organisation	Deputy Chief Executive	May 21	<p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>Roll out of process commenced May 2021.</li> <li>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</li> </ul>	G	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><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>Work has concluded on the job evaluation and read across between MCA and PTE</li> </ul>	G	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 <b>REVISED DATE</b> March 22	<p><b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>A new corporate Plan, budget and business plan have been agreed</li> </ul>	A	G/A	G/A
17	Introduce a new corporate assurance management board to review all aspects of corporate assurance oversight	Deputy Chief Executive	<b>REVISED DATE</b> March 22	<p><b>DELAYED</b></p> <ul style="list-style-type: none"> <li>This remains part of the planning, but implementation has been delayed. This is not impacted on any decision making or governance improvement actions as all matters continue to be considered by the full Management Board, through governance focused workshops and Boards</li> </ul>	A	R/A	A
18	Monitor and manage the impact of	Deputy Chief	January 22	<b>COMPLETED</b>	G	G	G

	the integration on BAU strategic and operational risks	Executive		The review was completed and has influenced the new corporate risk framework			
19	Refresh core policy documents inc Assurance Framework, Monitoring and Evaluation Framework etc	Deputy Chief Executive	March 22	<b>COMPLETED</b> Scheduled for MCA approval March 22	G	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	<b>COMPLETED</b> Planning has commenced, specific milestones <ul style="list-style-type: none"> <li>Election manager has commenced in post and planning underway.</li> <li>Election Manager Review Meeting took place in November 2021, to consider 2018 lessons and from running elections in COVID</li> <li>A meeting has been held with the Electoral Commission to update them on the activity underway to plan for the election</li> </ul> Work will continue early into 22/23	G	G	G
			ON-GOING March 2022	<b>ON-TRACK</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	G	G	G
21	Develop an action plan to implement improvements to compliance with the Financial Management Code	S73 Officer	December 21	<b>ON-TRACK</b> <ul style="list-style-type: none"> <li>The MCA is compliant with this activity and has embedded the core principles.</li> </ul>	A	G	
	<b>Delivery</b>						
22	Embed cross organisational Collaboration Teams to improve the effectiveness of major programme delivery	Deputy Chief Executive	Mar 22	<b>ON-TRACK</b> <ul style="list-style-type: none"> <li>The Organisational Operating Model is built around cross organisational collaboration / matrix teams, which now needs embedding</li> <li>The City Region Sustainable Transport Settlement (CRSTS) work has piloted models</li> </ul>	A	G/A	G/A

				<p>of Collaboration Teams, which will be reviewed for lessons learned</p> <p>Work will continue into 22/23 to further embed collaborative mechanisms</p>			
23	<p>Full review of the lifecycle of programme development concluded and improvements made to inform continual improvements</p>	<p>Deputy Chief Executive</p>	<p>June 21 (report)</p>	<p><b>ON-TRACK</b></p> <ul style="list-style-type: none"> <li>• The business process Re-engineering work concluded the independent review phase and reported in July to the regions LA CEX</li> <li>• 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.</li> <li>• There is no fixed end date on this work, the ambition is to have an initial implementation plan developed this calendar year</li> </ul>	G/A	G/A	G/A