

The Governance Improvement Plan consists of actions identified from the Annual Governance Review 21/22 which will support the organisation’s strategic priorities.

CIPFA/SOLACE Framework – Principle B - Ensuring openness and comprehensive stakeholder engagement	
<ul style="list-style-type: none"> Improve the way we engage with and listen to our customers by actively pursuing their views through an agreed and published plan of consultations based on the priorities of the Corporate Plan, including the Bus Service Improvement Plan and franchising. 	<p>Enhanced Partnership Board established in April 2022 and EP Forum (passenger representation) formed in September 2022. Forum is being engaged to co-design a new passenger charter.</p> <p>MCA undertook a public consultation in August 2022 on the prioritisation of bus service attributes to inform tendered service awards in October 2022. Whilst these have been deferred until July 2023 (at the earliest) the data will still be used for future tendering activity.</p>
<ul style="list-style-type: none"> Improve our responsiveness to customer enquiries and complaints by tracking and monitoring issues and making necessary process changes to improve customer experience at an operational level. 	<p>Proposal to centralise further customer-facing services and activities (e.g. general enquiries) in to the existing transport Contact Centre (CC). Trial of using the CC for Mayoral Election was successful in April/May 2022.</p> <p>Enhanced Partnership Passenger Charter being developed with support from the EP Forum.</p> <p>Continued use of Director of PT Ops resources to support customer and elected member correspondence; Mayoral Correspondence Officer started in December 2022.</p>
CIPFA/SOLACE Framework - Principle C - Ensuring our outcomes are defined in terms of sustainable economic, social, and environmental benefits	
<ul style="list-style-type: none"> Improve our plans and strategies by ensuring they illustrate the contribution they will make to changing the regions’ economic outlook. 	<p>The primary source of evidence will be the Outcomes Framework. This is supported by the new Data and Intelligence Hub (https://southyorkshire-ca.gov.uk/Data-Intelligence-Hub). This has been designed to be the single source of truth about the performance of the South Yorkshire economy and should provide the baseline for all plans and strategies.</p>
<ul style="list-style-type: none"> Improve how we design and develop our programmes of activity, by including a suite of economic indicators and outcomes that clarify the impact the activity needs to achieve to realise the economic growth required. 	<p>A framework of indicators has been developed and agreed with all LA partners. This is comprehensive set of evidence backed information which builds on the indicators and outcomes agreed in the SEP. The framework reflects the Stronger, Fairer and Greener objectives agreed by the MCA and its partners and stakeholders and shows, current relative performance, and the extent of the gap to our peers and the national average, (signalling the ambition needed to address this).</p> <p>This is the reference evidence base for all project design, development, and assurance.</p>

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<ul style="list-style-type: none"> Improve the understanding our internal teams and partners have of the impact we are seeking from our programmes and investments. 	<p>The agreed Outcomes Framework referred to above is important here too. Corporate Policy team has business partners working closely with all teams to ensure the data, evidence and insights needed to challenge ambition and ensure strategic fit is forthcoming.</p> <p>The MCA is also working closely with all LAs in the development of their Place Based Investment Plans</p>
<p>CIPFA/SOLACE Framework - Principle D - Planning interventions that optimise the achievement of intended outcomes.</p>	
<ul style="list-style-type: none"> Improve how we shape and challenge the options and strategies open to South Yorkshire decision makers by developing relationships with national academics, research and development leaders and policy makers across all our agendas. 	<p>Close working is underway with LAs and universities on the development of the Office of Data Analytics. This will, if successful, provide a valuable resource for using big data to answer the big questions of today. Some national research funding has been secured to begin to make some progress here.</p>
<ul style="list-style-type: none"> Improve our approach to stakeholder engagement seeking to broaden our stakeholder base and develop significant new relationships with the financial sector to lever far greater investment in South Yorkshire. 	<p>A number of strands of activity are underway to re-shape the way we engage with potential investors. This activity is taking place across sectors and at different scale.</p> <p>Within South Yorkshire the MCA has begun a working relationship with the South Yorkshire Pension Fund, with officers invited to sit on the Fund's new levelling-up Committee. Work is also underway to shape a future Strategic Investment Partnership with the Fund.</p> <p>Discussions have also taken place with major institutional investors including L&G and Aviva, with future engagement planned.</p> <p>A commitment to support a challenger bank creating a regional hub in South Yorkshire was also approved, providing the potential to address access-to-finance issues at an institutional level. This proposal ultimately fell away due to the failure of a fund-raise amidst the market turmoil that followed the Government's mini-budget.</p> <p>The Business Growth and Recovery Board has also approved the development of a number of pilot schemes working with angel investors to better stimulate smaller scale pre-revenue investment in the region.</p>
<p>CIPFA/SOLACE Framework – Principle E - Developing the entity's capacity, including the capability of its leadership and the individuals within it</p>	
<ul style="list-style-type: none"> Improve the support given to our workforce by implementing the agreed Management Code, that sets out the management commitment to teams to ensure 	<p>The MCA made a commitment to better support colleagues through a structured - communication framework. This included a commitment to quarterly all staff events with the</p>

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<p>colleagues are supported and accountable, and receive feedback. To ensure a consistent and good experience of work and clear pathways to raise any issues.</p>	<p>political leadership, monthly all staff briefings, and a commitment for every officer to have twice-yearly meetings with their Director along with monthly team meetings.</p> <p>This meeting cycle has now been embedded with all-staff events recorded where possible. Directors are meeting with their officers on a cyclical basis whilst individual teams are discharging the requirement to meet frequently in different ways best suited to their circumstance.</p> <p>Since the adoption of this framework management have further adjusted the approach to senior-manager meetings with the intention of better facilitating the development and ownership of ideas and tasks and creating dedicated space for strategic leadership. This has led to the creation of an Executive Board and a Corporate Delivery Board. These two Boards replace the previous Management Board and will both draw in a more holistic cadre of officers into discussions but also bring more coherency to which matters are discussed and dealt with where.</p>
<ul style="list-style-type: none"> • Improve our business operations by developing and agreeing a corporate development plan to embed, through a number of clearly defined business improvement projects, the vision of the integrated organisation and the core values into our ways of working and behaviour. 	<p>A change in the political and executive level leadership of SYMCA during the 2022/23 has led to a fundamental review of the organisation. This review aims to re-test assumptions made during the first phase of integration regarding organisational structures, systems and processes to ensure the organisation is fit for purpose to deliver the body of activity required to make substantial and lasting change for South Yorkshire.</p>
<ul style="list-style-type: none"> • Improve the physical environment of the workforce to enhance the employee experience and support a culture of collaboration and innovation. 	<p>During the course of the year, the MCA undertook to transform floor 2 of Broad Street West from rented accommodation to an open plan collaborative space. This space has been used throughout the year by project teams, individuals and groups for a range of activity including staff briefings, team building sessions and employee engagement sessions. A wider estate review is also considering how best to use facility capacity across the region. A key consideration in this activity is the aspiration to ensure all officers, regardless of location, work in appropriate and suitable accommodation.</p>
<p>CIPFA/SOLACE Framework – Principle F - Risks and performance are managed through robust internal control and strong public financial management</p>	
<ul style="list-style-type: none"> • Improve how we use management information to provide assurance on organisational performance. 	<p>Work is underway to develop a set of metrics that will form a Corporate Health Dashboard and enable the Executive Leadership Team to monitor the performance of the organisation.</p> <p>SYMCA Enhanced Partnership Performance Dashboard has been established to understand bus service operations performance and is reviewed at EP Board quarterly.</p>
<ul style="list-style-type: none"> • Improve the management of risks by embedding the new risk management framework. 	<p>The Risk Management Framework was approved by the MCA in July 2022. In parallel to the development of the Framework, a new version of the IT risk management system was trialled. A live system was configured and implemented in line with the project plan in August. Work</p>

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	has been undertaken to populate the system with Corporate and Business Plan level risks and to develop reports. Work continues to embed ways of working and review and refresh the Framework.
<ul style="list-style-type: none">• Improve the management of our corporate policies and procedures that provide a framework for our operating environment.	A 'Corporate Documentation Management Process' was agreed by Management Board in May 2022. A Corporate Document library managed by the Governance Team working in conjunction with the Communications Team is in place. The overall deadline for the library to be populated with up-to-date documentation that has a clear review cycle is 31st March 2023.