

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

<b>CIPFA/SOLACE Framework – Principle B - Ensuring openness and comprehensive stakeholder engagement</b>	

	<b>January 2023 Update</b>	<b>March 2023 Update</b>
<ul style="list-style-type: none"> <li>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. (Executive Lead Tim Taylor)</li> </ul>	<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>	<p>EP Forum now well established and playing a key role is designing and recommending the content of the Bus Customer Charter (to be approved in early 2023/24).</p>
<ul style="list-style-type: none"> <li>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. (Executive Lead Tim Taylor)</li> </ul>	<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>	<p>Further examination of processes for customer queries and complaints being developed.</p> <p>A review of the processes for management of elected member correspondence is also underway.</p> <p>Consolidation of digital social media channels in progress with Contact Centre taking ownership from 13 March 2023.</p>

<b>CIPFA/SOLACE Framework - Principle C - Ensuring our outcomes are defined in terms of sustainable economic, social, and environmental benefits</b>	

	<b>January 2023 Update</b>	<b>March 2023 Update</b>
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## Appendix A

<ul style="list-style-type: none"> <li>Improve our plans and strategies by ensuring they illustrate the contribution they will make to changing the regions' economic outlook. (Executive Lead Felix Kumi-Ampofo)</li> </ul>	<p>The primary source of evidence will be the Outcomes Framework. This is supported by the new Data and Intelligence Hub (<a href="https://southyorkshire-ca.gov.uk/Data-Intelligence-Hub">https://southyorkshire-ca.gov.uk/Data-Intelligence-Hub</a>). 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>	<p>The Outcomes Framework has been updated to reflect mayoral manifesto commitments, e.g. health inequalities. This is now part of the "business as usual" will be reviewed and iterated regularly.</p>
<ul style="list-style-type: none"> <li>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. (Executive Lead Felix Kumi-Ampofo)</li> </ul>	<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>	<p>Further work has been undertaken to update this to fully reflect mayoral priorities. And more work is underway to explore how the MCA can illustrate the contribution to the economy (or the drag on the economy) relative to the each of the priority areas e.g. early years, health inequalities etc</p>
<ul style="list-style-type: none"> <li>Improve the understanding our internal teams and partners have of the impact we are seeking from our programmes and investments. (Executive Lead Felix Kumi-Ampofo)</li> </ul>	<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>The business case template now ensures project developers can demonstrate and evidence the impact of schemes and show how this aligns with agreed MCA objectives. This is now part of the MCA's "business as usual" working practice".</p>

### CIPFA/SOLACE Framework - Principle D - Planning interventions that optimise the achievement of intended outcomes.

	January 2023 Update	March 2023 Update
<ul style="list-style-type: none"> <li>Improve how we shape and challenge the options and strategies open to South Yorkshire decision makers by developing relationships with national academics, research and</li> </ul>	<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</p>	<p>The MCA is working closely with the two Sheffield universities to ensure robustness and rigour in its thinking and practice. For example, the Yorkshire Policy Engagement Research Network project will support the nascent Office for Data Analytics and</p>

<p>development leaders and policy makers across all our agendas. (Executive Lead Felix Kumi-Ampofo)</p>	<p>funding has been secured to begin to make some progress here.</p>	<p>help deliver the Better Business Challenge manifesto commitment.</p>
<ul style="list-style-type: none"> <li>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. (Executive Lead Gareth Sutton)</li> </ul>	<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&amp;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>Work continues to develop new working relationships with institutional investors and develop new ways of stimulating over investment.</p> <p>Following close to a year of engagement, South Yorkshire Pension Fund have announced c. £0.50bn in funding that will be directed at investment into South Yorkshire, supporting levelling up missions.</p> <p>SYPF’s announcement is a welcome first-step in a new approach to local pension fund investment supporting the MCA’s economic growth agenda. SYMCA officers will now work with the Fund to drive investment opportunities towards the money.</p> <p>Work also continues with Aviva, with a number of site visits planned and opportunities for partnership working being considered.</p> <p>The MCA is also developing a number of pilot projects aimed at co-investment and angel investment vehicles. These micro-schemes will offer more varied and flexible opportunities when compared to the macro activity with pension funds.</p> <p>The MCA has also commissioned support to help shape its approach to international investment capture. This work helps determine how best the MCA can market the region to foreign audiences.</p> <p>Finally, the MCA continues to engage with Government on investment zones, with the hope that this policy agenda could stimulate greater opportunity for attracting external investment.</p>

<b>CIPFA/SOLACE Framework – Principle E - Developing the entity’s capacity, including the capability of its leadership and the individuals within it</b>	

	<b>January 2023 Update</b>	<b>March 2023 Update</b>
<ul style="list-style-type: none"> <li>Improve the support given to our workforce by implementing the agreed Management Code, that sets out the management commitment to teams to ensure colleagues are supported and accountable, and receive feedback. To ensure a consistent and good experience of work and clear pathways to raise any issues. (Executive Lead Gareth Sutton)</li> </ul>	<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 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 to 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>	<p>Actions described in the January update continue to be embedded across the organisation.</p> <p>To build upon this activity - and since the last update - a new HR and Organisational Design Director has been recruited with a shift towards developing a new ‘People Services’ operating model.</p> <p>In the immediate term, this model will focus on supporting the organisation through the integration of the SYPTE and MCA following the dissolution of SYPTE on the 1<sup>st</sup> April 2023.</p>
<ul style="list-style-type: none"> <li>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. (Executive Lead Steven Pleasant)</li> </ul>	<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>	<p>A Corporate Delivery Team, comprised of leaders across the organisation, who lead and deliver priority programmes of work has been established and will meet monthly. It will be chaired by an Executive Leadership Board member who will provide two-way communication and active engagement with the Board. Its purpose is to address and resolve some of the organisation’s biggest challenges that require cross-cutting</p>

		organisational input and solutions, such as improving agility, responsiveness and collaboration across the MCA and with partners, streamlining processes, reducing duplication and improving internal communication.
<ul style="list-style-type: none"> <li>Improve the physical environment of the workforce to enhance the employee experience and support a culture of collaboration and innovation. (Executive Lead Gareth Sutton)</li> </ul>	<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>Since the last reporting date the MCA's Head of Assets and Facilities has left the organisation with a replacement officer now due to join in April 2023.</p> <p>The new Head of Service will undertake the review noted in January.</p>

**CIPFA/SOLACE Framework – Principle F - Risks and performance are managed through robust internal control and strong public financial management**

	<b>January 2023 Update</b>	<b>March 2023 Update</b>
<ul style="list-style-type: none"> <li>Improve how we use management information to provide assurance on organisational performance. (Executive Lead Gareth Sutton)</li> </ul>	<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>	<p>The Corporate Health Dashboard work continues to be refined and embedded into day-to-day activity.</p>
<ul style="list-style-type: none"> <li>Improve the management of risks by embedding the new risk management framework. (Executive Lead Steve Davenport)</li> </ul>	<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 has been undertaken to populate the system with Corporate and Business Plan level risks and to develop reports. Work</p>	<p>Work continues to embed the risk management approach. The most recent internal audit concluding there is 'significant assurance – with some improvement required' and notes the progress made since the last audit. The findings and agreed actions will be incorporated into a 23/24 Risk Management Support Plan to further embed risk management practice and enhance reporting.</p>

	<p>continues to embed ways of working and review and refresh the Framework.</p>	
<ul style="list-style-type: none"> <li>Improve the management of our corporate policies and procedures that provide a framework for our operating environment. (Executive Lead Steve Davenport)</li> </ul>	<p>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.</p>	<p>This piece of work is progressing, accelerated by the decommissioning of legacy intranets. The library will not be fully populated by 31<sup>st</sup> March due to the volume of documents that need to be reviewed and consolidated (particularly where documents may form part of employee terms and conditions) however, this has been communicated clearly to staff. The decommissioning project team will have access to legacy intranets to retrieve any documents that may be required in the meantime and a mechanism to make requests is in place. It is anticipated that, particularly where HR policies are concerned, this piece of work will continue throughout 23/23 and will become a business as usual activity.</p>