

Governance Area	Focus for 19/20	Lead	Milestones/ Deadline	Status Update	RAG Rating
<b>Strategic</b>					
Strategy Led Prioritisation	<ul style="list-style-type: none"> <li>Develop a refreshed Strategic Economic Plan and Local Industrial Strategy and identify innovative interventions that deliver the Region's ambitions.</li> </ul>	Chief Executive	Autumn 19	Work to deliver a new SEP is well underway, the evidence base has been collated, and the writing of the document is well underway. The document is collaborative in its development. A provisional deadline for wider consultation on a draft is scheduled for late Jan/Feb, with a final proposed date of April 2020.	A
Strategy Led Prioritisation	<ul style="list-style-type: none"> <li>Continue to support Leaders and the Mayor in developing an integrated set of priorities that effectively deliver the economic, social and environmental ambitions of the City Region.</li> </ul>	Chief Executive	Ongoing	A review of Mayoral priorities takes place with the Mayor every quarter. This is communicated within the Executive to ensure appropriate resources are deployed. A number of MCA workshops and one to one sessions with Leaders and CEX are scheduled to agree priorities with Leaders.	A
Reputation & Influence	<ul style="list-style-type: none"> <li>Effectively communicate SCR's refreshed strategic ambitions securing stakeholder support and buy-in and successfully make our case for future funding.</li> </ul>	Chief Executive	Dec 19 onwards	Over 50 meetings have been led by the LEP Chair and CEX to secure buy-in to the revised vision for growth. A formal consultation is being scheduled for late Jan/Feb 2020.	G
<b>Operational</b>					
Financial Planning	<ul style="list-style-type: none"> <li>Develop and agree a Medium-Term Financial Strategy and Reserves Strategy that support longer term ambitions and short-term operational performance.</li> </ul>	Group Finance Director	Autumn 19	Complete. MTFS went to MCA in November and approved. Detailed budget seminar on 16 <sup>th</sup> Jan. Final budget to March 20 MCA.	
Financial Planning	<ul style="list-style-type: none"> <li>Undertake a full review of the governance arrangements of the Transport Capital Programme.</li> </ul>	Deputy Chief Executive and Group Finance Director	Dec 19	In line with the transition to the revised governance approach for the MCA/LEP arrangements for Transport Governance was reviewed and refreshed. At a programme level, in view of the TCF funding request for £220m operational programme governance arrangements are in the process of being reviewed and amended to	A

				manage any delivery risks for this programme.	
Monitoring & Evaluation	<ul style="list-style-type: none"> <li>In line with Government requirements review the monitoring and evaluation framework in order to strengthen project and programme evaluation and to strengthen future decision making.</li> </ul>	Deputy Chief Executive	Jan 20	Work is underway to conclude this review in line with government requirements. A number of programme / project evaluations have concluded and/or are underway.	G
Assurance Processes	<ul style="list-style-type: none"> <li>Embed the agreed arrangements to strengthen processes for the appraisal and assurance of schemes.</li> </ul>	Deputy Chief Executive	Autumn 19	The arrangements agreed with the LEP and MCA were implemented to the agreed timeframe. Government are delaying issuing a new National Assurance Framework, however further work to refresh and update the local AAF will commence in Q4.	G
<b>Delivery</b>					
Programme Management	<ul style="list-style-type: none"> <li>Ensure the orderly conclusion of the LGF Programme during 19/20 and 20/21</li> </ul>	Deputy Chief Executive	Mar 21	A forensic risk assessment of all schemes in delivery, pending contract and in the pipeline has been undertaken and is being updated on a fortnightly basis. This is subject to Management Board oversight at their fortnightly meeting. The LEP Board are being appraised of the position and are making decisions on remaining LGF allocations.	G
Programme Management	<ul style="list-style-type: none"> <li>Further to the development and agreement of the refreshed Strategic Economic Plan, develop effective programmes to deliver new priorities.</li> </ul>	Deputy Chief Executive	Mar 20 – Mar 22	The revised SEP is planned for April 2020, following which implementation plans will be developed. Whilst Government has delayed decision making on any future funds including Shared Prosperity Funds and / or a further LGF round, work will progress to ensure any SCR submission is supported by a robust, evidence led business case.	G/A
Programme Management	<ul style="list-style-type: none"> <li>Secure successor funding to continue with SCR's programme or work at pace and avoid disjointed delivery.</li> </ul>	Chief Executive	Mar 20 – Mar 22	As above, work has progressed on the business case for the Transforming Cities Fund (TCF) which has been submitted to government (Nov 19), work will commence on business planning for other funding (not yet announced) in January 2020.	G/A

Organisational Capability	<ul style="list-style-type: none"> <li>Ensure the organisation has the capability and capacity to transition from programme delivery into a strategic development and policy led negotiations.</li> </ul>	Chief Executive	Mar 20	Work is underway to review the current structure, in the approved budget envelope for resources, to ensure the capacity and capability exists to achieve a successful transition and be best placed to secure additional resource. .	A
Organisational Capability	<ul style="list-style-type: none"> <li>Ensure organisational vision and challenges are understood by workforce.</li> </ul>	Chief Executive	Autumn 19	A revised Corporate Plan and revised suite of organisation values have been developed. To date this has been communicated with the Senior Management Team and is planned to roll out to the organisation by the CEX, with the input of the Mayor and the LEP Chair, in January 2020 (delayed from November – due to the flooding).	G/A
Organisational Capability	<ul style="list-style-type: none"> <li>Identify training and development requirements.</li> </ul>	Deputy Chief Executive	Mar 20	<p>A range of organisational development activities have been put in place within the year, including:</p> <ul style="list-style-type: none"> <li>An all staff development day;</li> <li>CEX staff briefings every fortnight;</li> <li>A CEX blog on key issues,</li> <li>A management development programme;</li> <li>Roll out of Better Business Case Training, in partnership with HMT, to staff and partner organisations;</li> </ul> <p>Further work is planned to establish a more formalised organisational development plan.</p>	G/A