

**Mayoral Combined Authority Board**

**07 June 2021**

**Corporate Plan 21/22**

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<b>Is the paper exempt from the press and public?</b>	No
<b><i>Reason why exempt:</i></b>	Not applicable
<b>Purpose of this report:</b>	Governance
<b>Funding Stream:</b>	Not applicable
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

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**Executive Summary:**

Following consent to the devolution deal, the approval of the SEP and the RAP and other policy documents establishing longer term ambitions for South Yorkshire, the Corporate Plan has been developed.

The plan follows the agreed strategic objectives of Stronger, Greener and Fairer in setting out clear business objectives and priority actions. The focus in setting these priorities out is to establish the impact these will make on people, businesses and places and also what this requires of the MCA Executive in its approach to delivering these.

There is also a fourth Corporate Objective – An efficient and Collaborative Organisation which sets out the corporate priorities including the integration of the MCA and PTE.

The plan is supported by a Monitoring and Reporting Framework which establishes a number of indicators and sets out accountability for monitoring against these indicators to measure the

impact of investments and delivery, noting that for some indicators a revised baseline is required given the impact of the pandemic on the economy, spending patterns and public transport.

### **What does this mean for businesses, people and places in South Yorkshire?**

The focus on people, business and places is an integral element of each strand of the Corporate Plan, and a focus for the progression and positioning of activity. This emphasis is being carried through into the new Board reporting template, to ensure that Members can scrutinise the proposed impact of activity in their decision making.

### **Recommendations:**

The MCA Board are asked to:

1. Consider the draft Corporate Plan and approve this for adoption in 21/22.
2. Consider how the Thematic Boards, and other forums, should engage with the plan as it is delivered and monitored.

### **Consideration by any other Board, Committee, Assurance or Advisory Panel**

Local Enterprise Partnership

Overview and Scrutiny Committee

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## **1. Background**

- 1.1 Following the publication of the SEP and the RAP, the MCA Executive have developed a detailed Corporate Plan and associated monitoring framework. This Plan is built around the 3 strategic objectives of Stronger, Greener and Fairer and supported by a fourth objective of a Collaborative and Efficient Executive.

## **2. Key Issues**

- 2.1 The Draft Corporate Plan is the first iteration of such a plan for the MCA / LEP and builds from the priorities of the SEP and the RAP. It has considered the elements of other Corporate Plans and has been put together to provide clarity on:
  - The objectives to be pursued
  - The priority activity
  - The impact this will need to have for people, businesses and places
  - What we will need to do well to deliver it
- 2.2 The plan is supported by an Outcomes and Key Results framework which will form the basis for monitoring progress. This framework has been built around a limited number of indicators initially, with many baselines requiring development during the year, due to the uncertainties created in the economy and with public transport as a result of the pandemic.

## **3. Options Considered and Recommended Proposal**

### **3.1 Option 1**

The Corporate Plan focuses on the MCA business and predominantly the new business areas. We could have done more and sought to include operational public transport, led by the PTE. This was discounted this year until Integration is further progressed. Detailed work is continuing on bus implementation planning and is continuing to develop alongside this plan.

### **3.4 Option 1 Risks and Mitigations**

Public transport transformational planning is delayed a further year. This is mitigated by the streams of work continuing in parallel to this plan. Additionally, it is recognised that whilst the normal duration for a Corporate Plan is 2-3 years, this plan will require refreshing to build in the operational transport priorities during 21/22, in order that an integrated plan is in place for 22/23.

### **3.5 Option 2**

Do nothing and not have a Corporate Plan until post integration, this has been discounted as it is not in line with the SY LA and also creates a lack of transparency regarding the delivery of priority actions

### **3.8 Option 2 Risks and Mitigations**

This option has been discounted.

### **3.13 Recommended Option**

To progress to adopt the Corporate Plan for 21/22 and seek to revise this to include Public Transport priorities in year and in parallel with the integration process.

## **4. Consultation on Proposal**

- 4.1 Informal briefing of LEP private sector Board Members, view was that a Corporate Plan is essential to clarifying deliverables and priorities and bridges the gap between economic policy and investment decisions.

## **5. Timetable and Accountability for Implementing this Decision:**

- 5.1 If adopted – immediately.

## **6. Financial and Procurement Implications and Advice**

- 6.1 The Corporate Plan has been developed alongside the budget and business plan for the Executive and therefore is costed and budget approved.

## **7. Legal Implications and Advice**

- 7.1 The Corporate Plan is not a legally binding document and delivery of the elements it contains will be progressed in accordance with the MCA framework for governance including the financial Regulations, Contract Procedure Rules, Procurement Policies, and the Assurance Framework.

## **8. Human Resources Implications and Advice**

- 8.1 These are captured in the associated delivery plans / business plans for new areas of activity.

## **9. Equality and Diversity Implications and Advice**

- 9.1 The Corporate Plan focus on this area is in a number of aspects: Strategic Objective 3 - Fairer: This set out a priority to:

- Develop in 21/22 an Inclusion Plan and other approaches to driving greater social value
  - The utilisation of AEB to drive greater outcomes, aiding employment
  - Commence implementation of activity to mitigate transport inequalities
- Strategic Objective 4 - A collaborative and Efficient Organisation: This sets out:
- A range of metrics that will be monitored in year, including equality and diversity indicators

## **10. Climate Change Implications and Advice**

- 10.1 The priorities detailed in Strategic Objective 2: Greener, set out the current planned activity to deliver a more environmentally sustainable economy, including how the MCA considers its own asset portfolio.
- 10.2 In year the proposal is to conduct some further baselining to ensure that clear deliverables are built into the forward programme of activity in support of the NET Zero ambitions.

## **11. Information and Communication Technology Implications and Advice**

- 11.1 Strategic Objective 4: The Collaborative and Efficient Organisation outlines a number of areas where additional work on IT systems are required. These include the overhauling of websites, to align with the integrated organisation and to improve accessibility of information. It also includes the introduction of a single CRM (Customer Relationship Management System) for all business activity and some other systems activity including the Verto Programme Management system to replace the current spreadsheet system utilised and a group wide HR system.
- 11.2 In terms of access to economic data and intelligence, a priority for our policy work is to implement a Data Hub, which provides greater access to economic data and analysis.

## **12. Communications and Marketing Implications and Advice**

- 12.1 Significant internal communications on the Corporate Plan has taken place as part of its development. More public external communications will occur based upon the feedback of the LEP and the MCA.

### **List of Appendices Included**

A Draft Corporate Plan

### **Background Papers**

None