

	Focus for 2021/22	Lead	Milestones/ Deadline	Status Update – as at Sept 2021	RAG Rating
	Strategic				
1	Continued implementation of operational improvements to public transport as a consequence of the Bus Review and subsequent national policy statements	CEO	TBC	The MCA meeting in September will consider the approach to the Bus Service Improvement Plan and agree next steps.	A
2	Implementation of the assured plan for full integration of the PTE into the MCA	CEO	March 22	Work is progressing at pace, with the ambition of the date being met. A re-baselining of the programme plan has been undertaken to look at slippage against the original plan and whether this will impact the fundamental milestones set. This will be discussed in detail at the September Programme Board.	A
3	Implementation of new decision-making arrangements e.g. broadening the scope of the Transport Thematic Board	DCEO	December 21	The MCA Board have approved a revised governance paper and implemented these arrangements and a new Officer Steering Group.	G
4	Development, agreement to and implementation of the Strategic Investment Framework	CFO	March 22	Work is underway with partners as part of a four-point plans to develop, design, and implement the new investment framework. This target is on course for adoption in March, along with the Medium-Term Financial Strategy	G
	Operational				
5	Implementation of new corporate structure and clearly defined responsibilities for the single integrated organisation	CEO	September 21	The date for this has been pushed back until end October 2021, due to the detailed work required on the target operating	A

				models.	
6	Development of a target operating model for governance to be developed and implemented within the year	DCEO	September 21	This draft TOM has been presented to the Integration Programme Board. Final decision will be made alongside all others to ensure alignment.	G
7	Development of a target operating model for risk management to be developed and implemented within the year	DCEO	September 21	The Interim Risk Governance Manager has been appointed and commenced last week in August. The deadline for this work will require re-baselining to enable the officer to review the current risk management systems and best practice and develop some suggested options. Revised date to be confirmed.	A
8	Development of a target operating model for financial management to be developed and implemented within the year	CFO	September 21	This work is underway and is utilising the expertise of PWC to support the options for the integrated organisation. The decision will be made on this at the end October 2021, in line with the other target operating models.	A
9	Development of a target operating model for procurement to be developed and implemented within the year	CFO	September 21	This is being considered as part of the finance work outlined above.	A
10	Development of a target operating model for programme management to be developed and implemented within the year	CFO	September 21	This is being considered as part of the finance work outlined above. A detailed piece of work scoping out team roles has been presented to the Management Board in advance of this operating model work.	G
11	Review, agree and implement a new officer scheme of delegation	CFO	December 21	This has been completed and the MCA made the decision to progress, detailed guidance notes	G

				for Managers are being discussed early September and so action is ahead of the date set.	G
12	Embedding of new Contract Procurement Rules (CPRs) and a Social Value Policy and officer briefing and training	CFO	December 21	The CPRs have been adopted, a plan is in place to roll out training and the action is on-track.	G
13	Roll out of new corporate induction	DCEO	June - July 21	This has commenced in August, and so was slightly delayed but is now underway for officers.	G
14	Roll out and evaluation of single process for performance development reviews across the integrated organisation	DCEO	May 21 (roll out)	This has been rolled out, it will be evaluated to consider and implement any refinements in preparation for 22/23.	G
15	Implementation of new job evaluation system for the integrated organisation, including renewal of all MCA Executive job profiles to update these to reflect new values etc	DCEO	December 21	This is underway, with a contract being given for the Group to Korn-Ferry Hay (current provider of JE Services for the PTE).	G
16	Implement arrangements for the monitoring of the Corporate and business plans. Including the introduction of new reporting arrangements	DCEO	June 21	This is delayed, the Management Board are discussing early September the approach.	A/R
17	Introduce a new corporate assurance management board to review all aspects of corporate assurance oversight	DCEO	September 21	This has not yet commenced; a proposal is being discussed by Management Board in September.	A
18	Monitor and manage the impact of the integration on BAU strategic and operational risks	DCEO	September onwards	A review will be undertaken, the scope has been agreed by the Integration Programme Board and issues identified will be reported to the Integration PB and the ASR Committee.	G
19	Refresh core policy documents inc Assurance Framework, Monitoring and Evaluation Framework etc	DCEO	March 22	Not yet due, confident that this will be met as is part of the annual work plan.	G
20	Review learning from 2018 and implement a plan to run the 2022 Mayoral Election	CEO	December 21	Work has commenced, this action is on track.	G
21	Develop an action plan to implement improvements to	CFO	December 21	Work is programmed to	A

	compliance with the Financial Management Code			commence ahead of the new calendar year to feed into the forthcoming Business Planning and Budgeting cycle.	
	Delivery				
22	Embed cross organisational Collaboration Teams to improve the effectiveness of major programme delivery	DCEO	March 22	Management Board discussion on this, took place in August, the future Agile Working Policy is being discussed early September with consideration as to how to improve collaboration.	G
23	Implementation of any agreed improvements made following the BPR review. Action plan and implementation milestones to be developed following the report in July 21	DCEO	July 21-July 22	A cross organisational Steering Group and Task and Finish Group has been set up, final report circulated and a detailed plan between MCA and LA to be put in place. MCA Management Board discussed implications August 2021 and are planning re implementation of the recommendations.	G/A