

### Integration Benefits Summary Document

Primary Benefit						
Political Oversight and Governance						
Benefit Rationale		Desired Outcome		Risk Mitigation		
Enhance public accountability for public transport services with the Mayor and the MCA		Greater transparency of decision making and policy for operational transport		Increased public scrutiny and publication of planning and decision making		
Integrate public transport decisions more directly with the Transport policies, strategies and priorities of the MCA		Focus on service giving greater benefit for service users		Integrated approach to planning and decision making		
Align Managerial accountability with the Mayoral and MCA arrangements		Single accountable officer infrastructure enhancing transparency and clarity of responsibilities		Integration, under the auspice of political leadership, mitigates risk of decision making vested in an independent company		
To increase organisational effectiveness within existing resources		New operating models and systems efficiencies		Detailed work on new operating models and corporate structures to ensure clarity of purpose and roles		
Secondary Benefit						
Corporate Organisation						
Item	Specialisation	Asset management	Economic thinking	Data and intelligence	Effective operating model	Technology deployment
<b>'As Is' Challenge</b>	Some specialisms but not across all areas	Current asset management approach is fragmented and lacks strategy	Policy focus is on main economic policies with limited support offered on detailed strategizing	Two Data and Intel teams (i) In the Policy Team (ii) Ops Transport	Differing processes for MCA Exec and PTE, even for group teams eg HR, IT, contracting, finance	Technology is utilised across the group but is not at the core of development and efficient operations
<b>Opportunity</b>	Scale of organisation enables greater ability to develop specialist teams	Scale to develop a three phased process: <ul style="list-style-type: none"> <li>Asset Strategy</li> </ul>	Re-defining scope of teams enabling re-focused role for a Policy Team, with greater emphasis	Creation of single specialist team and single platform for a MCA Data and Intel Hub, with	Development of clear operating processes that support the vision for a single	Re-set the role of tech systems and operating processes for the new organisation

		<ul style="list-style-type: none"> <li>Facilities Management</li> <li>Responsive Maintenance</li> </ul>	on what they lead and how they support	open data to support planning	organisation, mitigating silo working - developed and implemented	
<b>Outcome</b>	Revised corporate structure enabling rescope of specialist skills as part of a longer-term recruitment and succession planning approach	More commercial acumen and a 30-year strategic plan to support improved financial planning and utilisation of MCA assets	Policy and strategy implementation have an improved link to economic benefit, that is modelled and evaluated as part of a strengthened focus on benefit realisation	Open data source, supported by academics and practitioners, to deliver more evidence focused propositions	Efficiencies in operating a single system, process and procedures. Supports more effective controls and assurance and clarity of purpose. Duplication in effort minimised	Greater efficiency in approval processes, tech to support planning and systems, Improved ability to adapt and develop officer training
<b>Governance</b>						
<b>'As Is' Challenge</b>	Previous governance model of an independent PTE led to decision making outside of the requirements of a Local Authority in terms of publication of papers, decisions, scope of Overview and Scrutiny and single Audit Committee.					
<b>Opportunity</b>	Integration enables governance alignment with the decision-making structure of the MCA, to be deployed through the Transport and Environment Board (TEB).					
<b>Outcome</b>	This removes the independence of governance, streamlines governance processes, makes decisions more public and accountable					
<b>Finance</b>						
<b>'As Is' Challenge</b>	Disaggregated approach leads to duplication of effort, complex governance, a fractured approach to the management of common risk, and inhibits efficient use of resource across the Group.					
<b>Opportunity</b>	A more resilient, efficient, and focussed financial framework based on one team, one system, and one integrated financial strategy.					
<b>Outcome</b>	Simplification due to operating a single integrated finance framework, leading to better financial management, greater opportunities for financial efficiencies and opportunities for reinvestment, and greater resilience in the management of financial risk.					