

Governance Improvement Plan Update

(Appendix A)

	Deliverables	ELT Owner	June Update	September Update	December Update	RAG
	Principal Outcome - Strengthening MCA officer leadership and organisation performance					
1	Reviewed and updated officer scheme of delegation	SD	A revised constitution will be prepared for the MCA Board in July and will include an updated scheme of delegation.	Complete. Constitutional changes including changes to the Scheme of Delegation were agreed by the MCA Board in July.	Complete.	
	Principal Outcome - Increasing agility and responsiveness					
2	Implemented Revised Assurance Framework	GS	In progress. The Assurance Framework will be updated to reflect the governance changes agreed by the MCA Board in June.	A revised assurance process was agreed by Leaders and Chief Executives earlier this year and this has been in operation since April 2023. The revised process was incorporated into the 2023 Assurance Framework and this was approved and signed off by Government in May. As the Thematic Boards were still in operation at that time, the 2023 Assurance Framework references the role and delegation limits of the Thematic Boards in MCA decision-making. The 2024 Assurance Framework will be drafted in Autumn 2023 and this will need to reflect the changes in the governance structure and the replacement of the Thematic Boards with portfolio leads.	Complete. An internal audit to assess how the 2023 framework has been adopted and complied with, and whether it has delivered the desired outcomes is scheduled to conclude in Q4. An item on the annual review of the Framework is included in the Committee agenda pack for December.	
	Principal Outcome - Changing structures and processes to facilitate deepening of relationships and collaboration					
3	Reviewed governance decision making process and implementation of any agreed changes	MS	Following the MCA review the June MCA Board have considered and approved changes to governance arrangements that will see the authority move towards a	MCA Board received an update on 12 th September on progress towards embedding the new MCA governance arrangements which were agreed by the Board in June 2023.	Complete. An internal audit to assess whether the changes have been effectively embedded and are delivering the required outcomes is scheduled to conclude in Q4.	

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			portfolio/cabinet governance model.			
	Principal Outcome - Supporting team members to thrive					
4	Reviewed and consolidated HR policies	GS	This work will be sequenced appropriately aligned with the harmonisation process.	Alignment and design of HR technology with key contractual People policies that will be an enabler for SYMCA's aspiration to become a 'High Performing' Organisation. Following ELB sign off, and UNISON consultation; Go-live for redesign key People policies intended for late September 2023 with Management essential workshops offered from late September onwards and PinPoint (HR recruitment system) implementation late August/early September.	All policies have now undergone a full review, have been redesigned where appropriate and consultation with Unison is underway. Management Essentials training is being developed for the new year, along with procuring a new Learning Management System to create a platform for an enhanced Learning and Development offer. Target date for completion April 24.	
5	Induction for new elected members	SD	Executive Leadership Board agreed an approach to strengthening member induction. A session has been scheduled for 13 th June and all elected and independent members invited.	Member session took place and was well received. A further session was agreed for December.	A session took place on 30 th November involving elected and independent members. An update was provided on bus franchising assessment, OPCC transfer, tram programme and changes governance arrangements.	
6	Programme of knowledge development sessions for members	SD	In development.	A schedule of briefings and workshops has been agreed for Overview and Scrutiny members.	The following sessions have taken place in the last quarter: Bus Franchising - Tue 05/09/2023 Police and Crime Commissioner - Wed 27/09/2023 Active Travel & £2 Bus Fare Impacts - Tue 21/11/2023 Tram Ownership - Fri 24/11/2023 Health Inequalities - a December date tbc	
	Principal Outcome - Driving a new operating ethos and culture					

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7	Embedded Risk Management Framework	GS	Work continues to embed risk management practice. Dashboard reporting continues to evolve.	Preparation for the September Risk Management Dashboard report has seen a higher level of engagement by risk leads including requests for risk re-fresh activity, indicating that the process is becoming more embedded and delivering value.	The recent risk management internal audit concluded a 'reasonable assurance' opinion. This is included in the Committee agenda pack for December.	
8	Cyber Essentials Plus attainment	GS	Complete. In addition, an internal audit is scheduled during July and August to further test cyber resilience.	Complete. The outcome of the internal audit is included in the Committee papers for 20 th September.	Complete. A project plan for the implementation of the internal recommendations is in place, which will increase cyber resilience.	
9	Reviewed Information Governance policies and training delivered	SD	All policies and procedures have been reviewed and are awaiting sign off.	Documentation is awaiting Union consultation and HR review.	Documentation is awaiting Union consultation and HR review. Target date for completion April 24. (see no.4)	
10	Reviewed and updated Information Asset Registers	SD	A project timeline for this piece of work is in development, however, competing priorities are delaying this piece of work.	Following the outcome of the Cyber Security internal audit this piece of work will be rolled into the programme of activity to address internal audit recommendations,	Asset Registers have been re-aligned to the current organisational structure and information migrated. Re-fresh training for information asset owners is being scoped.	
11	Corporate Document Management Process implemented	SD	Competing priorities are delaying this piece of work.	The Corporate Document Library is set up on the intranet and is partially populated, awaiting the sign off of relevant documents.	Target date for completion April 24. (see no.4)	