

Risk Category	Strategy Focus	Probability	Mitigated probability
Risk Description	1 CLOSED		
	2 CLOSED		
	3. Failure to respond effectively, as a Group, to the challenges brought about by the pandemic and changing government direction, for the public transport network and services for which the MCA Group are responsible could mean that transport ambitions for the region are not realised.		
	4 CLOSED		
	5 A lack of capacity across all aspects of the system (not simply the MCA) to develop and deliver the activity required to deliver an ambitious investment programme and to respond effectively to changing economic circumstances - post pandemic		
	6 Failure to develop, agree and implement a locally developed strategic investment framework could mean continuing reliance on short term, fragmented national funding pots, that do not sufficiently align to the regions aspirations		
	7. Divergence of views between the Mayor and the MCA in agreeing a vision and a direction of travel for the region leading to a focus on small scale interventions and transactional activity rather than transformation for South Yorkshire. [The scoring remains unchanged, Inherent and Mitigated Probability, due to the current unknown nature of the risk.]		
	8. <b>UPDATED</b> Election of a new Mayor in 2022 has the potential to change the direction of travel, priorities and programmes of the MCA, which will require time to respond and embed in our programmes.		
	9. The Integration process may create disruption to the focus of the business leading to a failure to deliver the corporate and business plan of the organisation.		
	10. <b>NEW</b> The launch of the new Economic Plan, leads to a focus on the short term pandemic response and recovery, resulting in a potential gap when compared to the long term aspirations of the SEP.		
Overall/Average mitigated probability score			

Key

1 - Remote
2 - Unlikely
3 - Possible
4 - Probable
5 - Highly Probable

Potential Impact / Consequence if risk materialises	Impact	Mitigated impact
1 A lack of focus in priorities leading to a widening of the gap in KPIs of the SY economy with other northern regions, a sustained economic recession, high levels of unemployment, high levels of business insolvency and significant risks to our places.		
2 A lack of investment to deliver the locally agreed interventions with an over reliance on untargeted national solutions.		
3 A significant loss of income for the MCA.		
4 A significant reduction in public transport services.		
5 A lack of focus, unclear outcomes and resource plans not aligned to priorities.		
6 Reputational damage to the Mayor and the MCA and the Management Board of the MCA Exec.		
7. A lack of transformational impact for the people and economy for the South Yorkshire economy.		
8. Outcomes of the corporate and business plans will not be achieved.		
Overall/Average mitigated impact score		

Key

1 - Immaterial
2 - Minor
3 - Moderate
4 - Major/Serious
5 - Extreme

Existing mitigation strategies / controls for the risk category	Mitigation/Status/Key
<b>UPDATED</b> Detailed Corporate and associated business plans capturing the priorities of the Transport Strategy (2019), SEP (2020), Renewal Action Plan (RAP) (2020), Devolution Deal (2020) are in place with clear deliverables and monitored against. Plans are being reconsidered as par of the annual business cycle.	
Focus activity on local investment (gainshare), local discretionary grants and delivering out the agreed national programmes which address locally specified priorities (€300m). Continue to lobby for flexibility in future Shared Prosperity Funding (SPF) from the pilot to full roll out in subsequent years.	
Detailed analysis and risk monitoring of income and patronage and risk associated with light rail and bus services.	
Detailed analysis of economic trends through the SY Data and Intelligence Hub (Updated Sept 21)	
Detailed engagement with Management Board, Programme Board, ASR Advisory Panel and the ASRC to provide assurance that integration processes and practices are operating effectively.	
<b>NEW</b> The Elections Team is in place and we continue to gather intelligence and monitor the developments as we progress towards the election.	
Overall/Average mitigated risk score	

Key

1-2 Low
3-10 Medium
11-16 Medium-High
17-25 High

Existing mitigation strategies / controls weaknesses	Mitigation/Status/Key
High level of uncertainty re future sources of central government investment to support the delivery of the SEP and RAP and to mitigate some major service transport challenges as a result of COVID-19. MCA has some influence to lobby and challenge but decision making to address the weakness is external	
<b>UPDATED</b> Pandemic and imposition of local restrictions is driven by Government decisions and is outside of our local control. This alongside Government support packages coming to an end results in an unknown impact on our modelling and makes it difficult to plan effectively. The recent Government decision to implement additional, Plan B, measures, exacerbates this situation further however, we continue to monitor the economic situation and patronage levels.	

Action Plan	Status updates	Interim date	Completion date
Sustained lobbying for future funding for light rail and bus services.	<b>UPDATED</b> Bus and light rail recovery funding remains in place to April 2022. DfT has indicated that there may be further funding available in to 2022/23 and this will become clearer in the remaining months of this financial year. A funding decision on the SYMCA Bus Service Improvement Plan (BSIP) submitted in October 2021 is expected in January 2022.  SYMCA continue to develop the tram sustainability plan aligned to our medium and longer term needs on the system.	31-Jan-22	Apr-22
Planning for an agreement to the implementation of the 7 Point Bus Review Plan.	<b>UPDATED</b> As per the last update, since the launch of the National Bus Strategy there is a requirement to develop and agree a Bus Service Improvement Plan (BSIP) for the region. SYMCA have already declared their intention to establish an Enhanced Partnership for South Yorkshire.  The BSIP has undergone a number of reviews with partners and stakeholders and will be taken to the Transport and Environment Board in October with submission deadline to DfT at end of October 2021, which we met. A funding decision is expected in January 2022, though the total funding available nationally is thought to be less than originally planned. A consultation on the Enhanced Partnership is being undertaken between November and January with MCA approval for establishing an Enhanced Partnership required in March 2022. The first full BSIP will then be in place by end of March 2022.		Mar-22
<b>UPDATED</b> Development of and agreement to the Strategic Investment Framework (revised to Investment Strategy) by Members and development of a plan for its implementation	<b>UPDATED</b> To date, Members have agreed the principles of the SY Renewal Fund (MCA Board March 21). Work is well underway developing the underpinning outcomes that will inform the Fund's development, with these being driven by the Strategic Economic Plan. This includes agreeing how social outcomes will be hard wired into all interventions, as well as operationalising the principles of equity and subsidiarity to ensure investment is fairly targeted at need and opportunity. This work enables the MCA and each of the four South Yorkshire councils an agreed place based outcomes framework that will direct the types of projects and interventions designed and delivered locally alongside a set of South Yorkshire wide/MCA schemes that will deliver at a wider geography or at an appropriate scale to the challenge.  Further work is also underway to agree a policy and a mechanism for ensuring a return on MCA investment wherever possible and to also set up the Project Feasibility Fund. Following this, the detail of the investment programme will be developed and Members will shape and agree this before the end of this financial year.  Our detailed process underpinning the above includes a four stage process. The first stage focused on priorities and this second stage on outcome, we are currently refining the conclusions from the first two stages and a paper will be presented to the MCA in January 2022 to update. Stage three meetings (focusing on interventions and subsidiarity) will commence in October and run till December 21 and Stage four discussions (focusing on process and access to funding will run concurrently with stage three as this will have implications for the Assurance Framework, which needs to be considered by the LEP and MCA Boards in January and approved in March 2022. All of which is to lead to the SY Renewal Fund becoming fully operational from April 2022.	Jan-22	Mar-22
Manifesto monitoring to be carried out to plan for different scenarios.	Ongoing monitoring of developments, which we expect to increase as we reach May 2022 and the election.	Ongoing	May-22
Business and Corporate Plan monitoring and reporting processes are to be enhanced and formalised.	Management Board received a Business Plan Monitoring Report and enhanced reporting to be a feature of the 2022-23 business cycle.	Ongoing	Apr-22
Develop a Mayoral Plan to include resourcing, budget, process and risk.	A plan has been developed for the delivery of the mayoral election in May 2022 and early meetings have been held with Election Service Managers in the four constituent councils regarding the arrangements. Early discussions have also been held with the Electoral Commissions regarding the Combined Area Returning Officers proposed approach to the election. A dedicated elections manager is now in post and work is underway to implement this election plan.	31-Jan-22	May-22

Risk / Mitigation Owner: Dr Dave Smith