

Risk Category	Organisational Management	Probability	Mitigated probability
Risk Description	1 Failure of the leadership of the MCA Executive to respond and adapt to the priorities of the Mayor, MCA and the LEP resulting in organisational priorities and team / individuals objectives that are poorly articulated and communicated are poorly articulated and communicated that could mean outcomes are not achieved.	3	2
	2 Due to the rate and pace of change, due to the pandemic, devolution and new priorities, the MCA Executive does not have the capacity or capability to deliver the emerging priorities and programmes. That could mean a loss of funding, failure to deliver outcomes, reputational damage, and the potential for an increase in staff absenteeism due to stress.	3	2
	3 Failure to agree a sustainable budget for the MCA Executive, continued dependence on short-term and temporary funding streams, creating a reliance on short-term fixed term contracts and the use of short term consultancy contracts or agency workers.	3	2
	4 CLOSED		
	5 Failure to have in place an adequate and effective approach to business continuity management, which due to technical, health or operational disruption could mean the operations, programmes and services of the MCA Executive are significantly disrupted.	3	2
	6 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 and high employee turnover.	3	2
	7. A new mayor will be elected in 2022, which may result in a shift in focus for the organisation to different priorities and require a refocus of the resource, capability and capacity within priority areas.	3	2
	8. Challenges in recruiting into key MCA posts is exacerbated due to skills shortages in the market.	3	2
	9. As a result of integration we fail to develop an organisation with a culture based on ambition, which then fails to deliver the objectives of the organisation.	3	2

Key

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

Overall/average mitigated probability score

Potential impact / Consequence if risk materialises	Impact	Mitigated impact
1 UPDATED Increasing resignations and staff absenteeism	3	2
2 Difficulties in recruiting, leading to higher costs	3	2
3 High level of establishment vacancies, higher levels of off-establishment appointments	3	2
4 Outcomes and resource plans not aligned to priorities	3	2
5 UPDATED Disruption to payments, operations, services	3	2
6 Reputational damage to the Mayor and the MCA and the Management Board of the MCA Executive	3	2
7 Fail to deliver the desired outcomes for South Yorkshire	3	2

Key

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

Overall/average mitigated impact score

Existing mitigation strategies / controls for the risk category	Overall/average mitigated risk score
Weekly Group Management Board meetings, to facilitate planning for policy and delivery priorities and to agree organisational communication.	17.25 High
Weekly meeting with Mayor, fortnightly meeting LEP Board and regular meetings with Leaders re their portfolio, led by Management Board.	
Monthly Programme Board and fortnightly Steering Group for integration to ensure any organisational capacity or capability risks and issues are identified and escalated for resolution	
Additional Interim and permanent HR team capacity commissioned / recruited to ensure HR elements of organisational management can be effectively planned and implemented, with risks identified and mitigated. Appointment of an independent company to run a 24 month	
Approval of the Corporate Plan, development of Business Plans and personal performance development review process providing greater clarity of objectives and the performance expected. Also approval to an approach to establish Collaboration Teams (policy or programme	
Business Continuity Plan developed and monitored quarterly. Detailed lessons learned analysis of continuity issues as a result of COVID-19 integrated into MCA Executive Continuity Plan.	
A Vision for the integrated organisation, including the culture, has been developed along with a Target Operating Model.	
A detailed Integration Plan is in place, which has escalation routes via the Programme Board, Management Board, ASR Advisory Panel and ASRC for oversight and scrutiny.	
Establishment of an Integration Change Ambassadors Forum, whole organisation briefings led by the CEX and Management Board and rolling staff engagement survey. The CEX is carrying out a rolling roadshow for individual teams within the integrated organisation.	

Key

1-4 Low
5-10 Medium
11-16 Medium-High
17-25 High

Mitigated/Residual risk score

Existing mitigation strategies / controls weaknesses	Mitigated/Residual risk score
Full review of HR policies and practices, new job evaluation approach, corporate values and behaviours, a new approach to objectives and performance reviews, a new induction and training and development process. MCA has full influence over decision making to address the weakness.	17.25 High
Detailed work on a hybrid approach to working, blending remote and office based, to maximise impact of collaborative working and the continued safety of employees. MCA has full influence over decision making to address the weakness.	
MCA Executive regularly briefs all employees but there is no established Employee Forum, although an independent staff survey is rolling out for 24 months. MCA has full influence over decision making to address the weakness.	

Action Plan	Status update	Interim date	Completion date
Review of business continuity plan 2021/22 and updated plan to be agreed	UPDATED The BCP for the MCA has been updated to reflect staffing changes in 2021. The longer term plan, linked to integration, is to review BCP across both organisations and for MB to agree a high level reporting structure, template and operating model. We have been monitoring and responding to changing government guidance (e.g. Plan B) throughout the pandemic. Hybrid ways of working have been agreed, adopted and are planned to operate until the end of the financial year and we continue to monitor the situation.	Ongoing	Mar-22
Detailed Manifesto monitoring and the CEX and DCEX offer the candidates a one to one pre-election information sharing meeting.	UPDATED Ongoing monitoring of developments, which we expect to increase as we reach May 2022 and the election.	Ongoing	May-22
Workforce Planning is to be considered and an approach developed to create an innovative approach to recruiting, developing talent and reward to attract and maintain a committed workforce.	UPDATED Target Operating Model developed, and workforce planning being considered and developed as part of the work being undertaken by HR and links into the Integration Programme.	Ongoing	Jun-22
The Hybrid approach to the way we work is being adopted to the end of March 22, with a full new policy incorporated into the integration and cultural work from April 22.	UPDATED Hybrid ways of working have been agreed, adopted and are planned to operate until the end of the financial year. Monitoring of the situation is ongoing and we continue to react to the latest Government advice e.g. employees have been asked to work from home in response to the Government advice in December 21.	Jan-22	Apr-22
Risk / Mitigation Owner	Ruth Adams		

Mitigated/Residual risk score