

DATE Jan 21

Risk Category	Strategy Focus
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Risk Description	Probability	Mitigated probability
1 A lack of a clearly articulated set of strategic priorities and implementation plans could mean that we will fail to respond effectively to the economic downturn predicted by the global pandemic.	3	2
2 Failure to engage government and other national and local stakeholders in the Renewal Action Plan / Implementation Plans could mean that there is a lack of buy-in and commitment to funding the interventions required to address the economic challenges of the region.	3	2
3 Failure to respond effectively, as a Group, to the challenges brought about by the pandemic, 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	3
4 A lack of defined organisational priorities and deliverable activity in the form of a Corporate Plan could mean that focus and resource is not aligned to strategic objectives.	3	2
5 NEW A lack of capacity across all aspects of the system (not simply the MCA) to develop and deliver the activity required to respond effectively to the economic downturn predicted by the global pandemic	4	3
Overall/average mitigated probability score		3

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.	4	3
2 a lack of investment to deliver the locally agreed interventions with an over reliance on untargeted national solutions.	4	3
3 a significant loss of income for the MCA.	4	3
4 a significant reduction in public transport services.	4	3
5 a lack of focus, unclear outcomes and resource plans not aligned to priorities.	4	3
6 reputational damage to the Mayor and the MCA and the Management Board of the MCA Exec.	4	3
Overall/average mitigated impact score		3

Key

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

Existing mitigation strategies / controls for the risk category	Mitigated/Residual risk score
Detailed Corporate and associated business plans capturing the priorities of the Transport Strategy (2019), SEP (2020), Renewal Action Plan (RAP) (2020), Devolution Deal (2020) will be formalised by March 2021, establishing the 21/22 work programme	3
Focus activity on local investment (gainshare), local discretionary grants and delivering out the agreed national programmes which address locally specified priorities (£390m). 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.	

Key

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

Existing mitigation strategies / controls weaknesses
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
Corporate Plan, consolidating the priorities of the Mayor, the MCA and the LEP as documented in the various strategic documents not yet drafted. MCA has full influence over decision making to address the weakness.

Action Plan	Status update	Interim date	completion date
The RAP needs supplementing with detailed and costed Implementation Plans, currently in development led by Thematic Boards.	This work is underway and has been discussed at each meeting of a relevant Thematic Board. Costed plans are in place for the business recovery priorities but further work is required on some elements of the skills and employment priorities	Oct-20	Dec-20
Corporate Plan to be drafted to clarify the Mayoral, MCA and LEP priorities to be progressed.	The Corporate Plan is in a near complete draft, pending finalisation of the business plans to confirm 21/22 budgets. Some additional work is required on KPI following the release of ONS Q3 data for the SY economy.	Oct-20	Dec-20
Sustained lobbying for future funding for light rail and bus services.	Officer engagement with the Department for Transport is going, both bilaterally and in concert with peer authorities. Members and the Mayor have been kept apprised of the situation. The Department have made commitments to support both bus and tram to the end of the financial year, but as at the time of writing whilst the Spending Review did make commitments towards bus operations there was no specified support to tram. HMT has requested tram recovery plans, and will consider these ahead of making further decisions on extensions to the Light Rail Recovery Grant scheme. It is understood that government support for bus is likely to be accompanied by changes to the current relationship between LTAs and bus operators, either by enhanced partnerships or franchising. Engagement is continuing to understand how the latest wave of restrictions will affect the commitments to March and further understand support into the new financial year	Ongoing	
Planning for and agreement to the implementation of the 7 Point Bus Review Plan.	MCA Board agreed to outline the plan. Work has commenced to mobilise a detailed programme plan and with government to secure parliamentary time for the legislative process.	Jul-20	
Sustained lobbying for future funding linked to CSR and the future Shared Prosperity Funds.	The MCA submitted a detailed submission to the Government's Comprehensive Spending Review process and has made private and public representations setting out the importance of the Government putting regional economic development funding on a long-term sustainable footing. A submission into the Government's March Budget is also being prepared. The Mayor also continues to work directly with MHCLG and the Government along with the other 7 MCAs and the Mayor of London for future funding and SPF allocations through the M9 Group. Given the short term focus of the Spending Review efforts will continue in 2021.	Oct-20	Nov-20
Agreement with Members of the plan for gainshare.	Members have agreed their priorities for the first two years of gainshare to be focused on the RAP implementation plans (MCA Board 16 November) . Further work is now underway to develop an Investment Strategy for Gainshare.	Sep-20	Nov-20
Risk / Mitigation Owner	Dr Dave Smith		