

DATE Jan 21

**Risk Category** Programme Management

Risk Description	Probability	Mitigated probability
1 The number and diversity of new programmes and government funding, each with its own specific complexities, exacerbate the current limitations in the system (MCA Executive and Partners) to respond to bidding rounds to secure resources for programmes to meet Mayor, MCA and LEP priorities.	Orange	Yellow
2 The number and diversity of new programmes exacerbate the current limitations in the system (MCA Executive and Partners) in terms of capacity and capability to develop and deliver well formed programmes and projects that meet MCA / LEP objectives.	Yellow	Green
3 Pace of change and diversity of assurance requirements for different funds requires a range of technical assurance expertise and could mean weaknesses in recommendations made to decision makers.	Red	Orange
4 Scale and complexity of work to implement the Bus Review 7 Point Plan, requiring expertise and resources beyond what is available could mean a failure to effect the desired changes and deliver the desired SY transport network.	Red	Orange
5 Scale and complexity of the devolution of the Adult Education Budget, with limited capacity and resources results in a poorly developed and executed programme.	Red	Orange
6 Scale and complexity of work to deliver the Transforming Cities Funding, to the time limits set by Government, exacerbates the limitations in capacity and capability of transport teams to deliver the scale of the programme.	Red	Orange
7 Failure to collate performance and investment data and risk assessments, adequately analyse and transparently report on performance and benefit realisation outcomes and risks.	Orange	Green

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 reduced level of grant income awarded to the MCA or LEP.	Orange	Yellow
2 a lack of investment in SY to deliver the locally agreed interventions leading to an over reliance on national programmes with minimal influence.	Orange	Yellow
3 public transport services patronage continues to decline resulting in loss of income and failure to meet the priorities of the bus review and the ambition to mitigate climate change.	Red	Orange
4 destabilisation of the FE Sector and problems in provision for adults.	Orange	Yellow
5 reputational damage, as a result of poor performance or failure to mitigate risks, to the Mayor and the MCA and the Management Board of the MCA Exec.	Orange	Yellow

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
Development programme leading to trained employees with MSP / Prince 2, Better Business Case or Risk Champion training in place and regularly reviewed
Appraisal Models developed and subject to peer review by relevant government departments
The Assurance and Accountability Framework establishes all processes for the development of business cases, assurance and any post approval change requests and sets out decision making
All schemes report quarterly on milestones, risks. The Programme and Performance Unit summarise information and escalate issues to the Management Board and to the Thematic Boards and LEP / MCA.
Commissioned national AEB expert to lead the devolution of AEB programme, with recent experience of heading arrangements in other devolved administrations
DCEX appointed to lead programme of MCA / PTE Integration

Mitigated/Residual risk score  

Key

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

Existing mitigation strategies / controls weaknesses
Frequency of changes to government funding streams, often launched without guidance and the retrospective application of rules, hampers the ability to provide clarity and to update processes and implement training. MCA / LEP has limited influence to address the weakness.
Quality of programme information from Scheme Promotors is not always accurate and therefore milestone and performance reporting makes it difficult to adequately plan and execute mitigation strategies. MCA has influence to address the weakness.
All programme management information is currently processed manually via spreadsheets increasing the potential for errors. MCA has influence to address the weakness.

Action Plan	Status update	Interim date	completion date
Task and Finish Group of MCA Executive and LA Economic Development and Transport Teams to be established to consider systems weaknesses (capacity, capability and resources) leading to an options proposal for Members	A programme of work led by the Deputy CEX and CEX of DMBC have started a programme of work to review all aspects of the pinch points in the system leading to a paper to MCA. The task group has met on 3 occasions with 3 additional sessions with LA CEX. Following completion of the initial phase work to conclude the options for Members is underway and revised interim and completion dates for this phase are being agreed	Oct-20	Nov-20
Roll out of Better Business Training to all MCA Executive and external Scheme Promotors, subject to budget constraints	This has not started due to awaiting resources following the Government publication of the revised Green Book. We are building budget for this training roll out into the Business Plan for 21/22. Any slippage of the development of training resources will be monitored in case there is a need for a local solution to be developed	Dec-20	Apr-21
Implementation of Programme Management System concluded	The procurement of the system has concluded and is now in the implementation phase. The timescales have slipped and the go-live date is now April 2021. The reason for the slippage was to build in localised changes and developments which have taken additional team resource.	Sep-20	Nov-20

**Risk / Mitigation Owner** Gareth Sutton