

Appendix 2 – MCA Ready Programme Risk Summary

			Probability	Impact	Mitigation summary
	MCA13	There is a risk that the MCA Ready Programme is not adequately resourced to deliver across all workstreams to the May 2021 deadline, due to the difficulty in recruiting to some key posts/the resource lag while people are recruited and come into post	Possible 3	Critical 5	<ul style="list-style-type: none"> • MCA Ready Board have overall oversight and decision-making authority over programme resourcing, enabling swift decisions to be made when needed • Comprehensive resource mapping has taken place across the programme, including reprioritisation of existing posts when needed • Recruitment for a number of posts has taken place and arrangements for flexible consultancy/secondment support in place where recruitment has been unsuccessful
	MCA28	There is a risk that the Local and Mayoral Election planned for 6 May 2021 may be postponed due to the Covid-19 pandemic and the current national lockdown measures that are in place	Likely 4	Serious 4	<ul style="list-style-type: none"> • Close monitoring of the situation and liaison with government officials underway to keep abreast of the developing situation • Contingency planning has commenced to understand the impact of a delay on the MCA Ready Programme to ensure we are prepared for this scenario • Letter sent from LCC to government minister to seek assurances on this issue • Assurances sought from MHCLG that the timetable for the Mayoral Order can progress as planned, meaning gainshare and Non-Mayoral Functions will be conferred onto the Combined Authority as scheduled

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High	MCA1	There is a risk that there will be a major impact on achievement of the programme objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy/a major change in the national context due to factors beyond our control e.g. COVID, Brexit	Possible 3	Serious 4	<ul style="list-style-type: none"> • Reassurances received from government that the Mayoral Order will be prioritised for parliamentary time • Significant progress made across the MCA Ready Programme despite these challenging local and national circumstances
	MCA6	There is a risk that the volume and complexity of work to transfer the OPCC to the Combined Authority are not fully understood and that unknown liabilities and risk may be passed to the Combined Authority, due to the	Possible 3	Serious 4	<ul style="list-style-type: none"> • Work ongoing in partnership with OPCC and West Yorkshire Police to progress all elements of the transfer • Due diligence exercise complete • Scope of entity to transfer has now been agreed, key risks and associated mitigations identified and agreed

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		uncertainty surrounding the scope of the transfer of OPCC functions.			<ul style="list-style-type: none"> Discussions ongoing with WYP, GMCA, HO officials, OPCC and others to understand risks and opportunities of the transfer which may provide a learning opportunity for the Combined Authority, specifically in relation to legal, governance, and financial elements
	MCA8	There is a risk that election arrangements may need to be modified to accommodate social distancing and other safety measures due to the ongoing Covid-19 pandemic, resulting in increased costs	Likely 4	Moderate 3	<ul style="list-style-type: none"> Detailed budget setting underway including contingency for higher election costs due to Covid-19 Letter sent from LCC to government minister to seek assurances on this issue
	MCA14	There is a risk that the MCA Ready Programme is not adequately resourced to deliver across the workstreams due to the finite amount of funding allocated to the programme and the high number of unknown factors which could affect this	Possible 3	Serious 4	<ul style="list-style-type: none"> MCA Ready Board has regular oversight of the budget allocated to the work and is therefore able to make informed decisions about funding £3m was allocated by the Combined Authority, underwritten by gainshare, to deliver essential elements of the programme including the election and OPCC transfer MCA Programme costs are being factored into the 2021/22 budget setting process
	MCA20	There is a risk that Combined Authority Corporate Services are unable to deliver the level of change required as well as Business as Usual activity as we transition to an MCA, due to the significant change the MCA Ready Programme will bring to structures, processes and systems	Possible 3	Serious 4	<ul style="list-style-type: none"> Additional resource in place across Corporate Services - Legal, Procurement, Finance, HR and ICT to support the significant amount of work required across the programme and to support the transition to business as usual