

Ref	Type	Description	Corporate Objective / Organisational Risk	Risk Owner (Operational Level, Head of Service)	Risk Sponsor (Accountable Director)	Consequences	Existing Mitigations (What arrangements are in place now?)	Likelihood	Impact	Risk Rating at Previous Review	Current Risk Rating	Direction of Travel	Further Mitigations (What do we need to do? Include dates of actions)	Likelihood following mitigation	Impact following mitigation	Expected Rating Following all Mitigations Being in Place	Date Risk Opened	Weeks Risk has been open	Last Review Date	Review Overdue
CRR-002	Risk	Due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility, there is a risk that a major accident or injury occurs at a Combined Authority facility	Organisational risk	Director of Passenger Experience and Asset Management	Executive Director for Transport	Could result in death or injury, and leave the organisation open to significant potential civil and criminal liabilities Wider reputational issues	The organisation has in place a framework of policies, procedures and arrangements to ensure compliance with Health and Safety legislation. Training is provided to staff including front line staff eg. Bus station Manager vigilance New/enhanced Bus station design takes on board current best practice and allows for continued improvement Appropriate escalation processes to convene Gold command as required in order to make urgent operational decisions	3 Possible	4 Serious	High	High	↔	A review of implementation of policies and processes at an operational level Identify and fill gaps in training provision at an operational level Capacity review through the business planning process Ongoing risk assessments around revised operation of Bradford Interchange	3 Possible	4 Serious	High	12/09/2023	23	21/02/2024	No
CRR-004	Risk	Due to external pressures there is a risk that fixed budgets are affected by cost increases which will impact on the ability of the organisation to deliver objectives and outcomes for the region over the next three years. The same pressures may result in partner authorities being unable to deliver services or co-fund activities with the Combined Authority.	Empowering our communities, towns and cities to thrive	Director of Finance and Commercial Services	Chief Operating Officer	Failure to deliver priorities for the region. Failure to achieve corporate plan objectives	Robust multi-year budget setting and monitoring processes enabling Members to prioritise where funding goes Engagement with Government on future funding models Horizon scanning for new opportunities to generate income and/or lever in private sector funding. Completion of inflation review.	3 Possible	4 Serious	High	High	↔	Consider further actions as part of business planning and budgeting for 24/25, including exploring other sources of funding as part of the workplan for 2024/25 and progressing multi-year planning. Close working with partner authorities to understand their financial and funding positions and how that could impact on achieving the Combined Authority's priorities.	3 Possible	3 Moderate	Medium	12/09/2023	23	21/02/2024	No
CRR-005	Issue	Due to uncertainty in the funding landscape and the variable political climate, there is a risk that strategic objectives are not met or that key areas of expertise are lost.	Organisational risk	Director of Finance and Commercial Services	Chief Operating Officer	Due to stop/start funding, short term funding, reduction in some funding and/or lack of sufficient funding the following are at risk: - Violence reduction where we only have 18 months left of a funding agreement with the Home Office - WY Police funding with real term cuts - Realizing the Climate Emergency with stop/start funding from Government and a limited long term plan for decarbonisation - Affordable and sustainable homes – with funding pots such as BFH being constrained by Government criteria and timeframes. - Wider economic services and infrastructure are also constrained by this risk.	Making representations to Government about current and future funding requirements Utilising flexible funding to fill gaps and underwrite where future funding is expected but not confirmed Regular advice to Members about choices and trade offs in budgeting and business planning.	3 Possible	4 Serious	High	High	↔	Business planning and budgeting for 2024/25 has considered how to make most effective use of resources including the use of capital to meet the direct and indirect costs of capital delivery. Further work in 2024/25, as set out in the business plan includes developing the strategic finance function and a sustainable funding model.	3 Possible	3 Moderate	Medium	12/09/2023	23	21/02/2024	No
CRR-006	Risk	Due to operator business failure, there is a risk of significant change to bus services.	Creating an accessible, clean and customer focused transport system	Director of Transport Operations and Service Transformation	Executive Director for Transport	Communities left without bus services at short notice. Reputational risk to Combined Authority. Expectation that Combined Authority will resolve the issue and reinstate services	Combined Authority has a plan which involves liaison with other bus operators to seek to step in to plug the gaps. Relationship with operators is a critical part of this. Through the WY Bus Alliance, communication with all operators remains strong and there is no information to suggest that this risk will materialise at scale at the current time. There is a responsive procurement mechanism in place that will allow for speedy resolution for impacted TS and direct links between the Combined Authority's Network Planning Team and operators to ensure service risks are mitigated quickly. Regular communications with the Chair and Deputy Chairs of the Transport Committee is mitigating associated political risks.	3 Possible	3 Moderate	Medium	Medium	↔	Early market engagement in all procurement activity. The integration of SME operators into strategic transport plans. Close collaboration with all operators, including SME's through bus reform period, to ensure a smooth passage into the new decided delivery model.	3 Possible	3 Moderate	Medium	12/09/2023	23	21/02/2024	No
CRR-007	Issue	Due to a highly volatile market, where operating costs continue to increase, contracts come to an end and where post pandemic patronage remains low, combined with a static tendered services budget there is a risk that there could be fewer bus services in West Yorkshire.	Creating an accessible, clean and customer focused transport system	Director of Transport Operations and Service Transformation	Executive Director for Transport	May result in a decrease in customer confidence and reduced patronage resulting in a risk to the broader strategic outcomes around integrated transport in bus reform and the mass transit roll out.	Work closely with bus operators to understand future service changes/cuts proposed. Process exists to negotiate with bus operators on potential cuts - BSIP+ currently used to support the network and other BSIP funding being rolled out to enhance services. Work planned on looking at the operational bus network more strategically and to ensure that the criteria for network plans are aligned to business plans and the corporate priorities. Patronage continues to steadily rise though is not yet back to pre-COVID levels.	3 Possible	4 Serious	High	High	↔	As per previous mitigation, and ongoing strategic roll out of all BSIP network enhancements, continued market engagements to assist in giving forward look to potential pressures and issues. New and emerging issues around school transport income resulting in very high likelihood of reduced school services. Full service review is being undertaken, to develop a working list of mitigations, however it is highly unlikely this will be sufficient to prevent some service loss.	5 Very Likely	3 Moderate	High	12/09/2023	23	21/02/2024	No
CRR-008	Risk	Due to the scale and pace of change required in the organisation to deliver our major projects, there is a risk that the organisation's culture, processes, systems and structures are inadequate to support the organisation in achieving its objectives.	Organisational risk	Chief Operating Officer	Chief Operating Officer	Failure to achieve key objectives, resulting in reputational damage and sub-optimal or delayed real world outcomes	Internal Governance Review underway by statutory post holders Implementation of CI Anywhere ongoing, launched to organisation in November 2023, with continued development in 2024; Organisational structure being changed to focus on outcomes with a move to embedded support services and process reform around key service areas.	3 Possible	3 Moderate	Medium	Medium	↔	Implementation of governance review including delegations. Successful implementation of CI Anywhere. Development of internal transformation resource. Further measures would be taken to ensure support services (and wider teams in outcome directorates) aligned to business need to deliver the pace and enablement required.	3 Possible	3 Moderate	Medium	12/09/2023	23	21/02/2024	No
CRR-010	Risk	Due to wide variety of external and internal competing pressures there is a risk that the delivery milestones for the mass transit programme are not met which could result in delay or non delivery of the programme, reputational damage and limitations placed upon the availability of funding for future programmes	Creating an accessible, clean and customer focused transport system	Director of Mass Transit	Executive Director for Transport	Failure to achieve organisational objectives and Mayoral commitment on delivering Mass Transit for West Yorkshire, resulting in reputational damage and loss of confidence with key stakeholders and Government, potentially impacting availability of funding for future programmes and success of fully integrated public transport system across the region.	Development and baselining of resilient Integrated Master Schedule and risk profile ongoing, alongside review of governance and assurance processes supported by operating model and organisational development, to manage development and delivery of the Mass Transit Programme.	3 Possible	4 Serious	High	High	↔	Collaborative engagement with key strategic partners and supply chain partners to optimise delivery and manage/mitigate risks and issues. Development of appropriate gateway review and assurance processes to provide positive challenge and resilience to delivery processes and timescales. Corporate teams resourcing proposals to come forward. Planned engagement with Government Partners to discuss Emerging Way Forward.	3 Possible	3 Moderate	Medium	12/09/2023	23	21/02/2024	No
CRR-011	Risk	Due to lack of capacity, expertise and funding, there is a risk that there is an inability to make the case for, and implement, bus reform	Creating an accessible, clean and customer focused transport system	Director of Transport Policy and Delivery	Executive Director for Transport	We may not have all implications of bus reform clearly set out to enable the Mayor to take an informed decision	We have appointed external experts to work alongside the team providing legal, economic, financial and commercial support in relation to Bus Reform and the statutory process. We have approved additional resource to move the assessment forward and we are recruiting to those roles. We have outlined a transition plan to take us to the operation of either an Enhanced Partnership Plus, or	3 Possible	4 Serious	High	High	↔	Complete the consultation process and prepare and publish a report setting out the Combined Authority's response to the consultation in line with legislation. Utilise external experts to process and support the review consultation responses.	3 Possible	4 Serious	High	12/09/2023	23	21/02/2024	No

CRR-012	Risk	Due to a variety of challenges including level of funding available, changes in Government policy, and the scale of government investment and legislation, there is a risk that the Combined Authority fails to meet its objectives as set out in its Climate and Environment Plan.	Building a sustainable, nature rich and carbon neutral region	Director Policing, Environment and Place	Chief Executive	Which may mean that the Authority doesn't fully achieve its wider goals in supporting the regional commitment to becoming net zero by 2038 with significant progress by 2030.	The Combined Authority has a Climate and Environment plan it is currently delivering against. In partnership with others, including Districts, the private sector, housing providers and others, schemes are being developed and delivered across transport (both decarbonisation through EV charging and solar panels on bus stations and through greater use of public transport and walking and cycling), homes (through the better homes hub), energy decarbonisation, skills (including recommendations from a green jobs taskforce and a £6m package of interventions on green and digital), business support (including £10m for business sustainability grants) and to support the community (through a £2m better neighbourhood programme). The Combined Authority is also making representations to Government about national change required, and working on adaption and resilience measures such as improvements to our flood defences.	5 Very Likely	3 Moderate	High	High	↔	Next climate and environment plan to be written this year (2024) with updated interventions and actions, work to update our carbon pathway and a new local nature recovery strategy. Continued development and delivery of programmes to decarbonise the region and encourage behaviour change. Further work on adaptation and resilience.	4 Likely	3 Moderate	High	12/09/2023	23	21/02/2024	No
CRR-013	Risk	Due to capacity within partner councils and availability of supply chain, there is a risk that capital programme delivery will be delayed, particularly in light of further funding coming through Network North and limited resources working across more programmes	Creating an accessible, clean and customer focused transport system	Director of Transport Policy and Delivery	Executive Director for Transport	We may not deliver improved transport infrastructure, safe reliable and well maintained assets, and potentially impact reputation and availability of future funding.	Continue to work closely with Chief Highway Officers to understand current delivery performance and resource pressures.	3 Possible	4 Serious	High	High	↔	Collaborate with partner councils and develop a forward look of programmes/projects, identifying current and future resource pressures and anticipated routes to development and delivery.	3 Possible	3 Moderate	Medium	21/11/2023	13	21/02/2024	No