

Corporate Risk

Current Risk Appetite:	<div> <i>Low Risk Appetite</i>  <i>High Risk Appetite</i> </div>				
	1	2	3	4	5
Compliance and Regulation					
Operational/Service Delivery					
Financial					
Reputational/Marketing/PR					
Strategic Transformational Change					
Development and Regeneration					
People and Culture					

Current 'Very High' risks:

		Probability	Impact	Mitigation summary	Movement since last report
<div>Very High x3</div>	Failure to secure enhanced funding and devolved powers (F1)	Possible	Highly significant	Devolution discussions continuing	No Change
	Failure to deliver Growth Deal/other capital funding programmes within timescales/ costs (SD2)	Possible	Highly significant	Significant controls in place through PMO	No Change
	Major unanticipated change in national policy resulting in failure to meet organisation/organisational objectives (SP3)	Possible	Highly significant	Ongoing dialogue with Government. Monitoring of national policy trends	No Change

Current 'High' risks:

		Probability	Impact	Mitigation summary	Movement since last report
<div>High x16</div>	Failure to have the supporting infrastructure and processes in place to deliver against corporate priorities (SD3)	Possible	Major disruption	Transformation programme & corporate technology programme in place and addressing this	No Change
	Failure to have in place the capacity, skills and resource needed to deliver increased workload (HR1)	Possible	Major disruption	Organisational structures largely embedded. Ongoing monitoring	No Change
	Failure to deliver CA objectives and outcomes to demonstrate that CA/LEP is making a difference (SD1)	Possible	Major disruption	Continuing to embed remaining elements of change programme	Superseded
	Failure to secure sufficient and continued funding for key services (F2)	Possible	Moderate	Ongoing review of funding opportunities/bids. Budget monitoring	No Change
	Failure to deliver appropriate working arrangements with District partners (PC1)	Unlikely	Major disruption	Continuing to strengthen key partnerships	No Change
	Risk of legal proceedings/financial penalty of not being compliant with GDPR (R2)	Possible	Moderate	Information asset register/data policies continually reviewed	No Change
	Risk that national terrorism threat level is raised to 'imminent' resulting in unanticipated operational changes/costs (SP2)	Possible	Major Disruption	Continued review of national trends/ Incident management training ongoing	No Change
	Insufficient national & local investment in the inclusive industrial strategy to make the transformational change needed (SP1)	Possible	Moderate	Ongoing dialogue and proactive engagement with Government	Closed
	Risk of legal challenge as a result of not being compliant with HR, Financial, procurement and Governance Legislation (R1)	Possible	Moderate	Policies/procedures in place and subject to ongoing review	No Change
	Financial failure of a major contractor/supplier to the CA or a recipient of funding from the CA (F3)	Possible	Moderate	Contract management, regular financial checks and escalation processes	No Change
	Risk of Major incident at CA facility, accident /injury to vulnerable person(s) (SS1)	Unlikely	Highly significant	Policies/procedures/training in place and continually reviewed	No Change
	Failure to generate sufficient business rates income to support corporate revenue projections (PC2)	Possible	Major Disruption	Prudent income forecasting. Dedicated Enterprise Zone team in place	No Change
	Risk that Brexit response not sufficiently well coordinated across local partners leading to loss or duplication of service (SP4)	Possible	Moderate	Continuing dialogue with local partners & assessment of potential responses	No Change
	Significant transport disruption arises from major transport investment programmes (PC3)	Possible	Major Disruption	Creation of a travel demand management plan and close working with programme sponsors	No Change
	Business failure of transport providers (SD4)	Possible	Major Disruption	Open dialogues for early warnings	No Change
	Risk that the Employment Hub programme is not delivered as required due to reliance on third party delivery (SD5)	Possible	Major Disruption	Regular meetings with delivery partner. Evidence based payment system in place.	No Change
	Failure to successfully communicate the outputs and contribution of the CA and LEP to the Leeds City Region (PC5)	Possible	Moderate	Continued development of communications strategy and effective performance measures	NEW

		RED	significantly off track and at risk of not being achieved
		AMBER	at risk of not being fully achieved, intervention measures in place
		GREEN	considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority Corporate Plan 2019/20: Q1 results (Apr - Jun 2019)			
Corporate Plan Commitment (<i>We will</i>)	Target	Q1 results and RAG status	Notes
<i>Corporate Plan Key Performance Indicators</i>			
Invest in services and projects worth £398 million to benefit local people and the economy	£398,000,000		<i>Awaiting detailed figures</i>
Support 3,000+ businesses	3,000	828	Figures shown do not yet include June 2019.
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000		<i>Awaiting detailed figures</i>
Enable 20 million passenger journeys per year	20,000,000		<i>Awaiting detailed figures</i>
Support 18,000 disadvantaged students	18,000	2,136	Figures shown do not include June 2019.
Complete projects to warm 750 homes and make them more energy efficient	750	88	Subject to funding bids (Warm Homes) and confirmation that existing Better Homes Framework can be utilised.
<i>Boosting productivity</i>			
Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present	Ongoing throughout 2019/20		Action plan in development and some new/adapted projects and services in place, including additional Growth Managers and changes to investment criteria.
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3,025	828 (478)	828 businesses and 478 of these are receiving intensive support. Figures as yet do not include June 2019.
Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment	5	2	Two programmes in delivery focussed on business resilience and investment readiness, with three others in development focussed on resource efficiency, innovation and strategic business planning.
Help 350 businesses to increase their overseas export activity	350	8	Numbers are expected to be low in quarter 1 as many of our international trade initiatives have yet to take place. Once the planned international trade initiatives have taken place such as Business of Design week and Arab Health, this number will increase.
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		#Welcome and #Grow established to support indigenous and inward-investing creative and digital firms.
Attract global investors to the region creating 1,700 jobs	1,700	410	
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20		Progress on key development sites including Gain Lane, South Kirby and Clifton
<i>Enabling inclusive growth</i>			
Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the Real Living Wage or above	75%	74%	
Develop an Inclusive Growth Strategic Framework for the City Region	By the end of 2019/20		Senior officer stakeholder group established to co-produce the Framework, currently considering final draft. Aiming to sign-off by end of 2019.
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people	18,000	2136	Due to the exam period over May and June, there has been less delivery to young people and activity will increase in July and the autumn term.
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	153 (29)	The Employment Hub has had a delayed start but staff are now in place in the majority of LAs with activity underway. Demand for the Apprenticeship Grant for Employers (a top-up to mainstream apprenticeship funding) remains significantly lower than in previous years. Training providers are reporting a lack of funding to support apprenticeships for new non-levy paying businesses (SMEs). We are investigating this issue and the grant remains under review.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	1698	1698 is the Total Homes Passed (THP), that is the number of premises, both residential and business, that can achieve a superfast broadband at superfast speed and ready for service.
Provide accessible transport services for 5,000 people with personalised transport needs	5,000		<i>Awaiting detailed figures</i>
Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year	40,000		<i>Awaiting detailed figures</i>
<i>Delivering 21st Century transport</i>			
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000		<i>Awaiting detailed figures</i>
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Transport Committee endorsed the establishment of the West Yorkshire Bus Alliance as a voluntary partnership.
Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%		Development work in progress
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%		Work on these schemes currently in progress
Continue to influence regional and national transport investment programmes, attracting more investment to our region	Ongoing throughout 2019/20		Ambitious bids submitted to the Transforming Cities Fund and on Future Mobility
Continue to develop our transport services by increasing digital payment options and information displays to make services easier and more convenient for people to use	Ongoing throughout 2019/20		Delivery of Digital Strategy commenced and Information Strategy currently in consultation
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000		<i>Awaiting detailed figures</i>
<i>Supporting clean growth</i>			
Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme	750		Subject to funding bids (Warm Homes) and confirmation that existing Better Homes Framework can be utilised.
Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal	7		<i>Awaiting detailed figures</i>
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	15	on track
Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice	88	36	on track
Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020	88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020		<i>Awaiting detailed figures</i>
Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030	Ongoing throughout 2019/20		During Q1 established science-based targets, with planning for extensive stakeholder engagement. Culminated in a series of industry workshops, the creation of the Climate Coalition and the setting of the target in early-July
Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy	10	–	REF2 application submitted & Clean Growth audit commissioned