

Corporate risk summary

		Probability	Impact	Mitigation summary	
Very high	CRR-SD1	<p>There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Significant monitoring and controls in place through PMO • Continuing support through 'District Pool' project resource • Call for projects to ensure healthy pipeline of projects/ programmes • Ongoing Review of WY+TF portfolio with Chief Highways Officers
	CRR-SD2	<p>There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Brexit working group in place with Director representation and links to West Yorkshire Resilience Forum • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign has increased to focus on effective signposting and support • Monitoring of legislative developments • Additional grant funding available to support local businesses • Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy. • Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption
	CRR-SD5	<p>There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued dialogue with Government • Policy and Strategy directorate continuing to monitor emerging national trends • Continued work with local LEPs and Combined Authorities
	CRR-SD6	<p>There is a risk that key corporate objectives cannot be met due to the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Research and Intelligence team modelling potential impacts and long term scenarios • Working closely with partners and representative groups to identify possible long term impacts and develop joint responses • Updating business plans to identify key areas for re-prioritisation

		Probability	Impact	Mitigation summary	
	CRR – FR3	There is a risk that the immediate, medium and long term financial health of the Combined Authority will be adversely affected due to the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> • Financial scenario undertaken and being continually updated • Continued liaison with Government to understand funding opportunities • Budget Working Group meeting to oversee response
	CRR-SD8	There is a risk that there will be a significant increase in unemployment across the region, due to the ongoing economic disruption caused by the COVID-19 crisis and the approaching end of the national Job Retention Scheme (furlough)	Likely 4	Serious 4	<ul style="list-style-type: none"> • Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact • Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers • Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme. • Recovery Plan in development including a focus on creating employment and self-employment opportunities.
	CRR-FR4	There is a risk that the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, due to premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued liaison with Government on funding • Close liaison with bus companies to identify cost neutral/effective solutions • Review and adapt current mechanism to appraise social and commercial value of threatened services

		Probability	Impact	Mitigation summary	
High	CRR-DR1	There is a risk that a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, due to current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> Contractual KPIs & penalty clauses Agreed escalation routes in contracts Ability to de-scope via change requests with partner buy-in Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy Regular financial checks in place through Procurement & contract/loan monitoring External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals
	CRR-FR2	There is a risk that there is insufficient floorspace to generate projected business rates income, due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> Progress policy gap workstreams in parallel with Delivery Progress detailed due diligence & potential funding/overage agreement negotiations Identify other potential land/property income streams for GD monies
	CRR-SS1	There is a risk that a major accident or injury occurs at a Combined Authority facility, due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> Health and safety policies, procedures and processes in place Staff training Ongoing review of Health and Safety risks Working with district emergency planning units to share knowledge and develop joint plans Continued working with police on preventative measures Business Continuity and Disaster Management workshops taking place at corporate level
	CRR-DR2	There is a risk that significant travel disruption arises from the implementation of major transport investment programmes, due to their intrusive nature, and a lack of effective communication or co-ordination.	Possible 3	Serious 4	<ul style="list-style-type: none"> Close working with programme sponsors on phasing out of construction Mitigating travel arrangements Creation of a 'travel demand management plan' to inform and influence travel behaviours Economic analysis taking place to further assess current situations and potential future risks
	CRR-SD3	There is a risk that there is a substantial reduction or alternation of services to customers, due to the business failure, sale, or substantial change in bus/rail providers.	Possible 3	Serious 4	<ul style="list-style-type: none"> Close relationships with operators to obtain early warnings Dialogue with DFT, TFN Work commissioned and in progress to consider future bus options
	CRR-SD7	There is a risk that frontline services and business as usual activities cannot be adequately provided due to staffing availability issues as a result of the Covid pandemic	Possible 3	Serious 4	<ul style="list-style-type: none"> Staffing levels being monitored and individual circumstances being regularly reviewed Additional staff trained and redeployed into frontline positions Productivity being actively monitored

		Probability	Impact	Mitigation summary
CRR-SS2	There is a risk that a cyber security malware infection could infiltrate the organisation, due to the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> • Systems protected through firewalls • Additional cyber security software in place • Increased training for ICT staff • Regular testing
CRR-SD10	There is a risk that the Mayoral Order may not be prioritised for parliamentary time and the May 2021 election deadline missed, due to the significant number of other pressing matters within the parliamentary timetable (e.g. Covid19 response, Brexit) that are beyond our control.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Ongoing dialogue with government • Consistent messaging to ensure importance of timelines are recognised
CRR-LC2	There is a risk that a significant legal challenge, is made to the Devolution consultation, due to the more limited range of consultation techniques and tools that can be deployed during the Covid crisis	Unlikely 2	Critical 5	<ul style="list-style-type: none"> • Consultation Institute providing guidance to ensure consultation is as inclusive as possible • Direct mailshots sent to audiences where digital engagement is more challenging • Comprehensive communications activities to promote the consultation in place
CRR-SD11	There is a risk that the corporate processes, systems and structures needed to support the MCA will not be in place by May 2021, due to the scale of work required within challenging timescales and the need to maintain business as usual activities.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Comprehensive resource mapping exercise taken place across the Corporate Services directorate, and action taken to address key pressure points • Areas identified where consultancy support can be used to relieve pressure on staff

West Yorkshire Combined Authority Corporate Performance Report 2020 - 2021				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
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs					
Indicator / Measure	Target	YTD Q1 result (Apr-Jun 2020)	Progress update and RAG status		
1. Develop and implement our COVID-19 Economic Recovery Plan	Successfully work with the West Yorkshire Economic Recovery Board to develop long term plans using robust economic and labour market intelligence, and to inform Government on investment required to drive the region's recovery	Economic Recovery plans supported by market intelligence and endorsed by Combined Authority at meeting in July. Secure Govt funding for delivery of 3 stages of the Economic Recovery Plan	On track	The West Yorkshire Economic Recovery plan has been developed in partnership with the West Yorkshire Economic Recovery Board, bringing together local authority leadership, public partners, trade unions and the private and third sector for presentation to the Combined Authority in July. Plans and Performance indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure detailed in the Economic Recovery Plan.	
2. Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	Number of businesses receiving intensive support for growth and/or business resilience - supported through Growth Service/BGP/SBG/IR/Brexit voucher	Increased from 1000 to 2000	655	292 businesses have received intensive support from Local Authority based Growth Managers, 25 businesses have received capital investment grants and 338 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes. We are delivering a number of additional interventions within existing staff resources and through the pivoting of some existing projects to focus on COVID-19 response. However, we are now at full capacity and will require additional resources to continue to support businesses with recovery and resilience measures. Action plans and required funding are being developed as part of the Economic Recovery Plan	
3. Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people	Skills Commission: Complete delivery and agree recommendations. Publish/launch final report (September 2020)	Publish/launch final Skills Commission report by end of September 2020 then goes on to be influencing campaign	On track	The Future-Ready Skills Commission is an independent, national Commission supported by the West Yorkshire Combined Authority and made up of experts and leading thinkers from business, education, local government and think tanks. Its primary scope is to understand how the skills system, from post-16 education through to adult skills and career development, could be shaped to better meet the needs of local economies with greater devolution across England, while meeting future challenges and opportunities in the workplace. The launch of the report has been postponed from May to September 2020.	
4. Develop specialised business support programmes tailored to COVID-19 recovery	Alignment of programmes to the long term Economic Recovery Plan with support from West Yorkshire Economic Recovery Board and success demonstrated through market intelligence and consultation with local businesses and enterprise	Adaptable teams able to respond to the needs of businesses and local economy recovery, advising Government on regional business support requirements and managing, facilitating the issuing of grants and signposting businesses to available support	On track	Increased capacity of the Business Support Service at pace to accommodate 80% increase in business enquiries. Introduced a Business Coaching scheme for small firms to gain free access to two hours of coaching support from private sector intermediaries. Developed a new Digital Resilience Voucher scheme to provide funding of up to £5k for small firms that need to invest in ICT to enable secure and effective remote working - over 500 applications received in its first week. Adapted the Investment Readiness programme to incorporate webinars on key recovery topics, such as access to finance, cashflow management and customer/supplier relations. Extended Strategic Business Growth programme by two months to provide additional intensive COVID-19 recovery support to 300 high growth SMEs. Further products are in development, including Peer to Peer Network, small firms' membership scheme and cyber security support	
5. Invest in digital connectivity	Digital Infrastructure: developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: Working with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) on the new Outside In Programme to ensure the priorities of our region are represented and delivery of 100% coverage of gigabit capable broadband by 2025 (in line with national targets)	On track	Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) with initial meetings taking place in August and September 2020, which gave local partners the opportunity to highlight local priorities that should be taken into account in the new national programme.	
6. Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	Square footage of commercial floor space created through the Enterprise Zone programme	170,400 sq² ft	72,400 sq² ft	Construction progresses ahead of programme at South Kirby with a further 46,000 sq ft of accommodation to be completed by December 2020. Activity also continues at Gain Lane, with delivery of 72,000 sq ft of accommodation on programme to be completed by March 2021.	
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic					
Indicator / Measure	Target	YTD Q1 result (Apr-Jun 2020)	Progress update and RAG status		
1. Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	Development and implementation of the Transport Recovery Plan, overseen by Transport Committee and the Economic Recovery Board. Transport Recovery plan measures are a combination of pre-existing Transport Strategy modal targets alongside supplementary recovery plan indicators such as Bus passenger date, Customer complaints monitoring and COVID-19 surveys.	High levels of compliance with social distancing measures on bus network, network capacity target is 45-50% (100% bus mileage = maximum network capacity is 50% with current social distance measures). Minimal Metroline/Bus service passenger complaints	47% capacity	Work has been undertaken and is ongoing, to provide a bus network that balances the safety requirements set out by Government in response to Covid-19, the needs of passengers and local communities and the resources and funding available to do so. There has been extensive consultation and preparatory work to ensure the bus network can efficiently manage the return to school September, alongside the wider Economic Recovery and Transport Recovery plan objectives. Work is also ongoing with DfT to ensure funding for additional network capacity is available as and when necessary.	
2. Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	No. of people reached with information on careers linked to labour market information to promote better informed choices.	250,000	12,292	Covid-19 has impacted planned achievement. Career resources have been launched in response to Covid-19, which are aimed to support young people studying at home and [re]boot courses aimed at adults looking to retrain. The planned social media campaign was temporarily put on hold which impacted reach however once the campaign goes live we expect the reach to increase. Due to Covid-19, face to face delivery of Continuing Professional Development (CPD) ceased which also affected our reach but plans are in place to create virtual CPD sessions, the take up of virtual session will be monitored. Further funding and actions plans are being developed as part of the West Yorkshire Economic Recovery Plan.	
3. Work closely with schools and colleges to support our most disadvantaged young people	Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	5	Quarter 1 figures are expectedly low due to constraints on activity and disruption to normal school operations during April to June lockdown measures however, figures are set to increase through quarter 2 following the start of the academic year in September 2020. We have seen a positive start with school action plans now being completed virtually due to Covid-19 lockdown measures. Schools have reported that the action plans support their progress and strategically link to other plans in schools. The action plans will support next academic year and virtual plans for business engagement.	
4. Continued delivery of [re]boot & Employment Hub	Individuals supported to upskill through [re]boot, Employment Hub and teacher Continuing Professional Development (CPD) sessions.	1,000	8	The data shown is for the April-June period. While confirmed Employment Hub and [re]boot data for July is not yet available, July figures will be 300+ which will include our engagement with over 200 employment hub clients and over 100 individuals that have started or are registered to start [re]boot courses. Therefore the overall target of 1000 is expected to be achieved. Due to Covid-19, face to face Continuing Professional Development (CPD) sessions have been unable to go ahead and the team are putting plans in place to deliver virtual sessions. Where possible [re]boot courses will also be delivered virtually.	
5. Connect homes & businesses to superfast broadband	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	39,463	The West Yorkshire and York Broadband Contract 2 is on track for delivery despite Covid-19 impact causing some minor slowdown on the fibre delivery by our supplier, Openreach. However the CA broadband team and supplier have worked together to address issues and Q1 2020-21 build was on target and we are looking to successfully achieve our next contractual milestone which is end Q2 2020-21. 770 premises connected within Q1 as part of the current Broadband Programme, in total across this contract 39,463 premises have been connected. It is expected that the cumulative target will be achieved within the financial year.	
6. Embed inclusive growth in all our policies	Ensure our pipeline of (new and existing) interventions, covering all policy areas, draws on and deliver against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020	In progress	The adoption process for the Inclusive Growth Framework has been paused pending the development and ongoing sign off process for the WY Economic Recovery Plan. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the draft Framework's strategic ambitions and goals. New target date to be confirmed.	
Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements					
Indicator / Measure	Target	YTD Q1 result (Apr-Jun 2020)	Progress update and RAG status		
1. Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	Initially a benchmark of 100% of bus service mileage as at February 2020 and build adaptable however the network will need to evolve to changing demand	100% of bus service mileage as at February 2020	On track	Bus services have currently back to 100% supported by emergency funding from Government and the Combined Authority. As of August, Government will give eight weeks' notice of the end of this. This will be the point at which the risk of service withdrawals emerge.	
2. Refresh travel information to reflect changing travel behaviour	Adapt the travel information system and data provided to passengers to include occupancy information	Bus occupancy data on real time system available by September 2020	On track	Technical work in progress and under development, on track for delivery in September 2020	
3. Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19 approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020	On track	Transport Committee approved in principle, public engagement took place in June, implementation delayed until lifting of social distancing when promoting bus use will be appropriate. Relaxation of arrangements for proof of entitlement have taken place as part of return to school	
4. Launch an MCard mobile ticketing app offering new products to a changed market	Launch a new MCard app	Launch a new MCard app by May 2020	In progress	App launch now planned for late September due to Covid-19 lockdown travel restrictions. New day carnet products will be incorporated on the app and launched at same time. Uncertainty as to whether DfT/ TOC approval to include rail products can be achieved due to delays in incorporating into gateline and conductor handheld software	
5. Continue to develop plans for a Mass Transit system for West Yorkshire.	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secure funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)	On track	Proposals to make £2 million available to support the further development of a mass transit system have been approved by members of the West Yorkshire Combined Authority Investment Committee in July. The funding will help support the development of route options and the modes of transport that would be the most appropriate for each.	
6. Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full and Northern Powerhouse Rail with a City Centre station in Bradford	Milestone (Government announcement dependent) - Agree petitioning approach and work with Transport for the North (TfN) on an Strategic Outline Business Case for March 2021 (subject to the review of HS2)	In progress	Government announced the prioritisation of the HS2 western leg work over the eastern leg, pending the outcome of the Integrated Rail Plan (IRP). We are prioritising influencing the IRP through for example, evidence to the National Infrastructure Commission and have worked with Leeds City Council to champion the project with other eastern leg authorities. Work on NPR continues with TfN on phasing and siting of options with a new target date of an SOBC for March 2021	
7. Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	TCF 2020/21 spend achieved in accordance with agreed target	No projects commencing work in FY 2021 tbc / Spend targets to be confirmed and reported quarterly	On track	Transforming Cities Fund Programme projects are on track to achieve Decision Point 2 approval in Quarter 2, with 2 further projects progressing through Decision Point 3. The programme is on target to have projects in construction within this financial year 20/21.	
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest					
Indicator / Measure	Target	YTD Q1 result (Apr-Jun 2020)	Progress update and RAG status		
1. Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Milestones: Input into Spending Round (July 2020), Road Map and Action Plan is finalised Spring 2021.	On track	Completed Phase 1 of the West Yorkshire Emission Reduction Pathway Study. Phase 2, which is the co-design of the roadmap and action plan, including stakeholder and public engagement was delayed due to COVID-19. Stakeholder session are planned for September 2020. The Road Map and Action Plan is expected to be finalised by Spring 2021.	
2. Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects is in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and on track	On track	21 Energy Strategy and Delivery Plan actions are in progress, including a new commission on how to scale up energy efficiency in West Yorkshire homes	
3. Help 150 businesses to lower their carbon impact through the Travel Plan Network and the RE: Biz resource efficiency programme.	No. of businesses intensively supported through TPN and REF/RE: Biz	150	22	The TPN team has been focusing on intensively supporting existing members with the challenges presented by COVID. In relation to RE: Biz, lockdown severely impacted on service delivery, with only a small number of assessments able to be undertaken virtually. As most assessments and initial meetings require on-site visits many of the clients had to be put on hold until lockdown eased. Site visits have now resumed so we would expect a normal level of project activity going forwards.	
4. Enable 8 schemes to enter the Energy Accelerator	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieving signed Sponsorship Agreement) by 2021	8	1	7 agreements are currently being supported and are progressing well, with 1 project completed.	
5. Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Milestones: Input into Spending Round (July 2020)	In progress	Case for change reports have been shared with Districts for review. Plans for engagement are progressing for November 2020. Other external deadlines have taken priority such as active travel funding competitions	
6. Reduce carbon from the Combined Authority's assets	Carbon Reduction Initiatives in Bus Stations, Travel Centres and Offices	Bus Station/Travel Centres: to reduce energy and water consumption by 3% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by a further 30% and switch to green/sustainable energy suppliers by April 2021	On track	Carbon reduction and increased recycling measures are being incorporated into scheme to improve Leeds Bus Station for delivery during 2021 and worked into scheme development for other bus stations and travel centres. Office targets will be revised as workforce have been remote working during lockdown, with a phased return planned at the end of 2020. Refurbishment works have commenced with carbon reduction measures being implemented.	