

Corporate Risk Update

Current Risk Appetite:	Low Risk Appetite  High Risk Appetite				
	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
Very High x3	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 style="background-color: yellow; border: 1px solid black; border-radius: 10px; padding: 5px; display: inline-block;"> High x13 </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 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is making a difference (SD1)	Possible	Major disruption	Continuing to embed remaining elements of change programme	Superseded BY SD1
	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 – replaces SD1
	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	

		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: Results for Apr - Jul 2019			
Corporate Plan Commitment (We will)	Target	Apr - Jul 2019 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	£80.8m	
Support 3,000+ businesses	3,000	1309	
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	£4.38m (Q1 only)	This figure is reported quarterly only and represents Q1. The figure is low for Q1 as expected and rated as GREEN as target is still on track to be achieved.
Enable 20 million passenger journeys per year	20,000,000		Awaiting detailed figures
Support 18,000 disadvantaged students	18,000	5,156	July targets were achieved and are now ahead of profile as schools have come back to Enterprise Coordinators with encounter data from the beginning of the financial year, before summer holidays began. No activity is profiled for August as schools are closed, it is expected that additional encounter information will be reported for April-July 2019.
Complete projects to warm 750 homes and make them more energy efficient	750	272	On track, projects are mobilising within the programme and have launched.
<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 place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base.
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3,025	1309 (500)	1309 businesses and 500 of these are receiving intensive support.
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	70	A number of key trade initiatives are yet to take place this year. It is anticipated that this KPI will be met however increased priority and resource is currently focused on our response to Brexit implications and business support.
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		A new grant fund, #Grow, has been created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs. This fund will launch as Halifax Digital Festival in September. This compliments the existing, #Welcome, which supports digital businesses moving into the City Region.
Attract global investors to the region creating 1,700 jobs	1,700	569	
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	Ongoing	Progress on key development sites. The Full Business Case for Gain Lane has been approved and the Outline Business Cases for South Kirby and Clifton are progressing through the Assurance Process
<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%	77%	
Develop an Inclusive Growth Strategic Framework for the City Region	By the end of 2019/20	On track	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	5156	July targets were achieved and are now ahead of profile as schools have come back to Enterprise Coordinators with encounter data from the beginning of the financial year, before summer holidays began. No activity is profiled for August as schools are closed, it is expected that additional encounter information will be reported for April-July 2019.
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	463 (274)	Despite the AGE grant eligibility criteria being changed, demand remains low and the grant remains under review. National funding of apprenticeships with non-levy companies is proving difficult, with some providers reporting that they will have to turn away apprentices and their businesses. As a result, the LEP are introducing a matching service to encourage levy payers to transfer funds to support non-levy business participation. While we are currently on track to achieve this KPI based on current demand but have rated the KPI as amber, due to significant flux in the apprenticeship landscape.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	2845	
Provide accessible transport services for 5,000 people with personalised transport needs	5000 active passengers	4855 active passengers	Following completion of dedicated vehicle refurbishment, there will be a campaign to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services
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	On track	To be reported from October 2019 after the start of the new academic year. Early indications show we are on track to achieve the targeted number of pupils and young people
<i>Delivering 21st Century transport</i>			
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	£2.44m (Q1 only)	This figure is reported quarterly only and represents Q1. The figure is low for Q1 as expected and rated as GREEN as target is still on track to be achieved.
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Bus Alliance signed off by Transport Committee on 5th July. Next step before next quarter is for legal agreement to be signed.
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%	Ongoing	The Outline Business Case for Elland has been approved on 29th March 2019. The Outline Business Case for White Rose has been submitted, seeking Combined Authority approval on 10th October 2019 however, there have been delays with the Outline Business Case for LBA and continued delays with Thorpe Park.
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%	Ongoing	Work on these schemes currently in progress. Glasshoughton is in delivery, Phase 1 of the York Outer Ring Road has completed. The East Leeds Orbital Road is expected to start on site this year.
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	£10.8m	Sales trends are slightly down from like-for-like sales for this time last year (18/19) and therefore mitigation measures are being considered to counter decline in sales figures
<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	272	On track, projects are mobilising within the programme and have launched.
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	7	7 schemes are either in delivery or have completed. 3 further schemes are in development
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	26	
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	42	
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	3 installations	3 charging points have been installed to date. The programme is still on track to complete the installations by the end of 2019.
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