

Corporate risk summary

			Probability	Impact	Mitigation summary
Very high	CRR-SD1	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.	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 • Ongoing Review of WY+TF portfolio with Chief Highways Officers
	CRR-SD2	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.	Possible 3	Critical 5	<ul style="list-style-type: none"> • Organisation wide Brexit action plan in place • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign focusing 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. • Continuing to monitor projects which may be vulnerable to shortages in skilled labour or supply chain disruption
	CRR-SD5	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).	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	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.	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 • Updated business plans to identify key areas for re-prioritisation

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	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 planning 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 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 developed 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
	NEW	There is a risk that there could be a loss in continuity of core OPCC services due to the transfer of the function into the Combined Authority and the transfer of PCC powers to the Mayoral Combined Authority	Possible 3	Critical 5	<ul style="list-style-type: none"> The Combined Authority, the OPCC and West Yorkshire Police are working in partnership to ensure all necessary arrangements are in place for the smooth transfer of policing and crime powers to the MCA Significant work undertaken to identify possible business continuity risks arising from the OPCC transfer and mitigations plans in place to address these.

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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-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
	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

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	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
	NEW	There is a risk that the 6 May local and mayoral elections may be postponed, (having significant implications on the programme relating to cost, timescales and legal matters) due to the impact of the Covid-19 pandemic and the national lockdown measures that are currently in place.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Guidance issued from Cabinet Office setting out a delivery plan for the election and provides assurances it will take place on 6 May as planned. • Letter from LCC to government seeking assurances on this issue. • Close monitoring of the situation underway and contingency planning to ensure we are prepared for this scenario. • High level programme impact assessment undertaken.
	NEW	There is a risk that the organisation is not fully prepared to exercise the new duties of the MCA once the Mayor comes into post, due to the limited timescales for the organisational preparations and the additional pressures caused by the Covid pandemic during the preparatory period	Unlikely 2	Critical 5	<ul style="list-style-type: none"> • The MCA ready programme has been in place since March 2020 to proactively manage organisational preparations • Programme includes projects to prepare the organisation's governance, processes, people and systems for the mayoral model. • Significant work undertaken on preparations for the transfer of the OPCC to ensure the Mayoral duties in respect of policing and crime can be exercised • Arrangements being put in place for decision-making relating to new Non-Mayoral Functions. Proposals on this to be considered by the Combined Authority in March • Initial proposal approved by Combined Authority on 4 February for changes to the organisational structure to better support the mayoral model

		RED AMBER GREEN	significantly off track and at risk of not being achieved at risk of not being fully achieved, intervention measures in place considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority - Corporate Performance Report 2020 - 2021 (Apr 2020 - Jan 2021)			
Boosting Productivity: <i>Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs</i>	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	Progress update and RAG status
1.Develop and implement our COVID-19 Economic Recovery Plan	↔	On track	The West Yorkshire Economic Recovery plan (ERP) 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 and was endorsed in first version form by the Combined Authority in September. 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. The plan has been published on the Economic Recovery Board website. Leaders, with the chair of the LEP, have sent a letter to the Chancellor asking to meet to discuss the plan and how it can be taken forward. The funding asks were also submitted as part of the CSR submission. A refresh of the plan is continuing following a January meeting of the Recovery Board and March Combined Authority Board, including the addition of a proposition on culture. Funding for up to £7m of gainshare to be used to support propositions within ERP requested at March CA.
2.Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	↔	3,186	782 businesses have received intensive support from Local Authority based Growth Managers, 1465 businesses have received capital investment grants, 447 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 492 businesses have been supported to join a membership organisation
3.Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people		Completed	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. Launched on 24 September, work is now underway on a post launch implementation plan
4.Develop specialised business support programmes tailored to COVID-19 recovery	↔	On track	Performance has exceeded target due mainly to additional business support schemes that have been implemented at pace in response to COVID-19. These have included businesses supported through the Digital Resilience Vouchers, COVID Recovery Grants, business membership support, Peer Networks, and cyber security support. The overall volume of enquiries into the Gateway also increased significantly, particularly in response to the first lockdown and the launch of the COVID Recovery Grant programme.
5.Invest in digital connectivity	↔	On track	Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK). Responded to DCMS planning for GB consultation in January 2021 - Further engagement took place in Feb to shape phasing and any roll out of this programme.
6.Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	↔	117,400 sq' ft	Activity continues at Gain Lane, with delivery of 72,000 sq ft of accommodation on programme to be completed by 31st March 2021. On track to over achieve against target (forecasting189,400sqft delivered by end of FY against the target of 170,400sqft.)
Enabling Inclusive Growth: <i>Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic</i>	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	Progress update and RAG status
1.Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	↔		Bus services continue to operate under emergency funding which is expected to extend beyond March 2021, delivering largely the pre-pandemic network managed through the Bus Alliance (Voluntary Partnership) agreed with bus operators. Initiatives are in development to transform bus network to meet the changed economy as part of Network Navigation, Mobile app and flexible ticketing work. Pre COVID work on bus network review will inform the Connectivity Plan which is being consulted on. Proposition to Government Spending Review and National Bus Strategy to devolve emergency bus funding to Combined Authority. Discussions are ongoing with DfT on "recovery funding" package. "In principle" agreement reached to develop an Enhanced Partnership to manage bus network jointly with operators
2.Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	↔	1,562,347	The overall traffic to the FutureGoals website for January has increased by 877 users. Figures were steady up to the end of January and then began spike traffic. The [re]boot page had a total of 2,665 page views this month which equates to 17.20% of all the website's traffic. This was followed by the career's starters page with a total of 2,448. Social media campaigns are ongoing and Facebook is still by far the main traffic driver from social media, providing 76.64% of all social traffic. Instagram stories are again a growing source of traffic, with 12.74% of social traffic. The top 3 pages that all social traffic went to on the FutureGoals website in January is [re]boot, Parent Carer Resources and Careers Support.
3.Work closely with schools and colleges to support our most disadvantaged young people	↔	81	School Partnership - The review meetings of school term 1 actions plans are happening, new meetings have been delayed due to lockdown #3 and schools priorities to organise students home-schooling. The team are training and supporting our Enterprise Advisors to enable them to be fully equipped to work with the schools and colleges during this difficult time.
4.Continued delivery of [re]boot & Employment Hub	↔	1,612	[re]boot- courses are continuing online with some engineering and construction courses on hold until colleges are allowed to reopen. The marketing has been increased to support particular target audiences including women into digital and those made redundant due to COVID-19. Our new sub-contractor Go Train has their first 4 online courses available with rolling applications to offer flexible start dates to learners. Schools Partnership - There have been no teacher CPD sessions in January. Employment Hub - Activity continues at pace however JCP referrals are low. Lots of 'new' staff at JCP with new resources. LA's reporting their Employment Hub provision isn't seen as a priority by JCP. A big push on Apprenticeship Levy and Jobstarts working collaboratively with Employment Hubs, local providers and SME's. Skills for Growth - the team are developing virtual projects with businesses which hope to engage individuals from February.
5.Connect homes & businesses to superfast broadband	↔	1,889	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 all 2020-21 builds have been on target. We are looking to successfully achieve our next contractual milestone which is end Q4 2020-21. 1,889 premises connected within 20/21 as part of the current Broadband Programme, in total across this contract 40,562 premises have been connected.
6.Embed inclusive growth in all our policies	↔	On track	The Inclusive Growth Framework is went to LEP Board for adoption as part of the Strategic Economic Framework in January 2021 and following approval at Combined Authority Board in March, has now been adopted. The plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the Framework's strategic ambitions and goals.
Delivering 21 st Century Transport: <i>Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements</i>	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	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	↔		Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by COVID restrictions and bus capacity is constrained by COVID safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by DfT and the Combined Authority paying concessions at 2019 levels. DfT funding is on a rolling 8 week notice period now expected to continue at least until the end of the financial year. Details of Government "recovery funding" expected in late January/ February,There is a risk to the current bus network provision, if emergency/ recovery funding does not match the revenue gap caused by reduced patronage.
2.Refresh travel information to reflect changing travel behaviour	↑	Completed	Functionality was delivered in November 2020 and now provides information for the travelling public for all stops with real time information displays fitted across West Yorkshire.
3.Introduce a Fare Deal for under 19s with a simple fare structure	↔		Covid related restrictions on bus capacity have delayed the implementation of the 'Fare deal for young people', the objective of which is to grow bus patronage in this market. The fares arrangements were ratified by the Transport Committee in November 2020 and in the case of the multi-operator ticket range, agreed by the West Yorkshire Ticketing Company (responsible for the 'MCard') in December 2020. A 2021 implementation is anticipated at such time as Covid restrictions have been relaxed.
4.Launch an MCard mobile ticketing app offering new products to a changed market	↔		The App was launched for bus only products in October 2020. Delays to acceptance of the App at railway station gates have resulted in a delay to implementation across the whole MCard (bus and rail) product range. It is now anticipated that this will go live in January 2021. Development work will be undertaken in Q1 and Q2 of 2021 to deliver further functionality within the App including the ability for parents to 'gift' tickets to their children's mobile phones.
5.Continue to develop plans for a Mass Transit system for West Yorkshire.	↔	On track	The Connectivity Plan is now live for consultation and includes the proposed approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic Outline Business Case. Government reaffirmed funding for Mayoral Combined Authorities for a Transport Settlement from 2022. We await the process to access the funding from Government. The procurement of a Development Partner has completed and inception meeting held. Ongoing discussions about resourcing for WY Mass Transit, in light of organisational restructure.
6.Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	↔	In progress	TfN Board meeting in November agreed an initial preferred network for NPR, including a new line from Leeds, Bradford city centre to Manchester. We are deeply concerned about the National Infrastructure Commission's conclusions in its Rail Needs Assessment of the North and Midlands. It does not reflect the rail needs of our region and we are making representations to Government to express our opposition. Ongoing engagement with Government at officer and Ministerial level to influence IRP
7.Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	↔	On track - YTD spend £5,647,963	All DP2s (Decision Point) have now been approved. Consultation has now launched for two projects and a Communications Package has now been developed. Work is commencing on Outline Business Cases (OBCs) and a workshop with Portfolio Management and Appraisals (PMA) took place in February. All funding agreements should be signed by the end of the financial year.
Tackling the Climate Emergency: <i>Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest</i>	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	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	↔	On track	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations / Actions. Task 1 completed and endorsed by Combined Authority on 27 July. Currently engaging with WY Councils and internally on the recommendations of Tasks 2 and 3 with a view to taking to the March CA to acknowledge the recommendations and to approve their use in engagement with wider stakeholders. Paper now expected to go to April or June Combined Authority.
2.Deliver priority projects in the Energy Strategy	↔	On track	Of the 39 projects highlighted on the performance dashboard over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the CERP. 11 projects have stalled and are not being progressed at this time. Resources to deliver the full programme of activity outlined in the dashboard continues to be the factor limiting progress. Extensive engagement with partners and stakeholders has and is being undertaken to shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to develop a long term plan to improving energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen decision making in the light of the Climate Emergency. A new carbon impact assessment tool is being developed. Carbon impact assessments paper being considered at March CA.
3.Help 150 businesses to lower their carbon impact through the Travel Plan Network and the REBiz resource efficiency programme.	↑	118	The REBiz team have focused their efforts in raising the profile of the programme amongst key business support partners across the region to help increase the number and quality of referrals. As such, the project managed to gain more traction over the last quarter with an increase in remote audits being undertaken, grant applications being submitted and businesses receiving consultancy support via the Circular Economy pilot. Challenges do remain however, engaging with business across North Yorkshire. The ongoing issues linked to COVID-19 including furloughed employees and social distancing measures in place on public transport have restricted the Travel Plan Network's ability to engage new members. However, the team have focussed on supporting existing members including the development of peer forums to help share best practice, share resources and develop shared travel plans in an effort to prevent a return to single occupancy car use as lockdown restrictions ease.
4.Enable 8 schemes to enter the Energy Accelerator		Completed - 10 schemes	10 agreements have been supported through The Gateway, 3 of these projects have completed. Energy Accelerator Programme is now closed.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	↔	On track	West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. Connectivity Plan engagement started in January. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for Mayoral combined Authorities from 2022 – the process for accessing the funds is still to be announced – meeting with Government in February. New restructure opportunity to increase capacity needed to develop prioritise and develop pipeline
6.Reduce carbon from the Combined Authority's assets	↔	On track	Carbon reduction and increased recycling measures are being incorporated into schemes and contracts in Bus Stations for delivery during 2021 and Transforming Cities Fund projects. Unfortunately recycling has been hit by Covid-19 impacts as many recycling plants closed. However, this has been offset by a reduction in waste production generally and hence the overall environmental impacts have been positive. Office targets will be revised as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wellington House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the CA's ageing diesel fleet replaced with electric vans in 2021. The CA has also committed to purchase 100% renewable energy from April 2021