

**Corporate risk update November 2021**

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
<b>Due to</b> the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits, <b>there is a risk that</b> key corporate objectives cannot be met	<ul style="list-style-type: none"> <li>Research and Intelligence continue to model potential impacts and long term scenarios</li> <li>Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>Updating business plans to identify key areas for re-prioritisation</li> </ul>	3 Possible	5 Critical	Very high	↔	Managing Director
<b>Due to</b> the financial impacts of the COVID-19 pandemic, <b>there is a risk that</b> the medium to long term financial health of the Combined Authority will be adversely affected	<ul style="list-style-type: none"> <li>Financial scenario modelling undertaken and being continually updated</li> <li>Continued liaison with Government to understand funding opportunities</li> <li>Budget Working Group and Finance &amp; Resources Committee to oversee response</li> </ul>	3 Possible	5 Critical	Very high	↔	Managing Director
<b>Due to</b> over-optimistic profiles, capacity and recruitment and retention challenges, <b>there is a risk that</b> the Combined Authority fails to directly deliver projects funded through fixed capital funding programmes, within the stipulated timescales or budget, or with the anticipated level of benefits	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through Assurance Process</li> <li>Challenge on delivery profiles of individual schemes through Assurance Framework</li> <li>Ongoing work to widen the advertising reach for vacancies</li> </ul>	3 Possible	4 Serious	High	↓	Director of Delivery
<b>Due to</b> over-optimistic profiles, capacity and recruitment and retention challenges, <b>there is a risk that</b> our District partners fail to fully deliver projects funded through fixed capital funding programmes, within the stipulated timescales or budget, or with the anticipated level of benefits	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through Assurance Process</li> <li>Continuing to provide support to districts through secondment of projects/programme staff</li> <li>Challenge on delivery profiles of individual schemes through Assurance Framework</li> </ul>	3 Possible	4 Serious	High	↓	Director of Delivery
<b>Due to</b> current uncertainties within the construction industry and wider business community, <b>there is a risk that</b> a major contractor/supplier/recipient of CA funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects.	<ul style="list-style-type: none"> <li>Contractual KPIs &amp; penalty clauses implemented</li> <li>Agreed escalation routes &amp; conflict resolution mechanisms in contracts</li> <li>Security measures embedded into contracts</li> <li>Regular financial checks in place through procurement &amp; contract monitoring processes</li> </ul>	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
<b>Due to</b> challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales, <b>there is a risk that</b> there is insufficient floorspace to generate projected business rates income.	<ul style="list-style-type: none"> <li>Prudent level of income forecasting included within budget projections</li> <li>New Head of investment &amp; Development role to oversee EZ strategy</li> <li>Cross-directorate approach established to link into broader funding opportunities and to maximise Inward Investment reach.</li> </ul>	3 Possible	4 Serious	High	↔	Director of Economic Services
<b>Due to</b> the high volume of people and inherent operational risks present in a bus station, transport interchange or CA facility, <b>there is a risk that</b> a major accident or injury occurs at a CA facility	<ul style="list-style-type: none"> <li>Health and safety policies, procedures and processes in place</li> <li>Ongoing staff training</li> <li>Continual monitoring of Health and Safety risks</li> <li>Working with district emergency planning units to share knowledge and develop joint plans</li> </ul>	2 Unlikely	5 Critical	High	↔	Director of Transport & Property Services
<b>Due to</b> the significant amount of change within the organisation and associated increasing workload pressures, <b>there is a risk that</b> staff wellbeing is adversely affected.	<ul style="list-style-type: none"> <li>Significant activity in place to promote wellbeing and signpost staff to support</li> <li>Specific support services in place including EAP and Mental Health First Aiders</li> <li>Capacity issues being identified and monitored through SLT and MCA Board</li> </ul>	3 Possible	4 Serious	High	NEW	Managing Director

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
				Rating	Trend	
<b>Due to</b> the need to improve recruitment processes and reach, <b>there is a risk that</b> the CA is not able to fill vacant roles or attract a suitably diverse and skilled workforce, ultimately impacting on the ability to meet corporate objectives.	<ul style="list-style-type: none"> <li>HR Advisor to lead recruitment &amp; diversity activity recruited</li> <li>Interim improvements to advertising of vacancies put in place</li> <li></li> </ul>	3 Possible	4 Serious	High	NEW	Director of Corporate & Commercial Services
<b>Due to</b> the business failure, sale, or substantial change in bus/rail providers, <b>there is a risk that</b> there is a substantial reduction or alternation of services to customers.	<ul style="list-style-type: none"> <li>Close relationships with operators to obtain early warnings</li> <li>Continued dialogue with DFT, TFN</li> </ul>	3 Possible	4 Serious	High	↔	Director of Transport & Property Services
<b>Due to</b> an internal failure of controls, protocols and systems or a malicious attack <b>there is a risk that</b> the CA falls victim to a cyber security breach	<ul style="list-style-type: none"> <li>Mandatory data protection and information governance training for staff</li> <li>Routine monitoring of suspicious e-mails and threat</li> <li>ICT security policy and Information Governance policies in place</li> <li>Technical security controls in place</li> </ul>	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
<b>Due to</b> a major unanticipated change in national policy, or an unplanned response to a national emergency situation, <b>there is a risk that</b> organisational objectives cannot be achieved as anticipated and/or there is a need to divert resources	<ul style="list-style-type: none"> <li>Continued dialogue with Government</li> <li>Policy and Strategy directorate continuing to monitor emerging national trends</li> </ul>	2 Unlikely	5 Critical	High	↔	Managing Director
<b>Due to</b> uncertainty surrounding the availability and timing of future funding streams, <b>there is a risk that</b> some key economic support services will cease and the knowledge and expertise we have developed to deliver them will be lost.	<ul style="list-style-type: none"> <li>Continuing to Liaise with Government on clarity over funding through UK Shared Prosperity Fund, Levelling-Up Fund</li> <li>Funding sources being considered through annual budget setting process</li> </ul>	3 Possible	4 Serious	High	↔	Director of Economic Services
<b>Due to</b> lack of compliance with legislation, <b>there is a risk that</b> the Combined Authority faces a legal challenge.	<ul style="list-style-type: none"> <li>Policies and processes in place to minimise risk</li> <li>Mandatory compliance training for staff</li> <li>Ongoing monitoring of legislative changes and consequences decisions by legal team.</li> <li>Ongoing monitoring of compliance issues through Regulatory and Compliance Board</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> the role of the organisation broadening under the MCA model, <b>there is a risk that</b> the organisation's processes, systems and structures are insufficient to adequately support the organisation in achieving its objectives.	<ul style="list-style-type: none"> <li>MCA Programme includes significant projects to update systems and processes</li> <li>MCA Digital programme in delivery to further improve ICT infrastructure and tools</li> <li>Integrated Corporate Systems project in delivery to modernise the organisation's HR/Finance systems</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> the increased breadth and volume of activities for the organisation under the MCA model, <b>there is a risk that</b> we fail to have in place sufficient capacity or skills to deliver on increasing priorities and responsibilities	<ul style="list-style-type: none"> <li>MCA programme includes organisational design workstream to ensure skills and capacity are in place to deliver against priorities</li> <li>Capacity and skills gaps to be identified through business planning process</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> different priorities and differential capacity, <b>there is a risk that</b> our relationships with key partners are not sufficiently strong to deliver on objectives.	<ul style="list-style-type: none"> <li>Continue work to strengthen key partnerships</li> <li>Member and Officer representation on formal and informal groups, Panels and Committees across every aspect of the organisation's work.</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Managing Director
<b>Due to</b> a legacy/outdated structure and resourcing in the Communications Team, <b>there is a risk that</b> perception management and effective communication of the CA and the LEP are compromised.	<ul style="list-style-type: none"> <li>One structural review took place in 2020 and a significant organisational restructure of the service is underway</li> </ul>	3 possible	3 moderate	Medium	↔	Director of Strategy, Communications & Policing

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
<p><b>Due to</b> the ambitious approach to tackling the climate emergency adopted by the CA in setting a target of becoming net zero carbon by 2038, <b>there is a risk that</b> the CA will not have the capacity and resources to achieve this ambition, or that some existing priorities may not be delivered due to a shift in focus towards reducing carbon emissions.</p>	<ul style="list-style-type: none"> <li>• A Clean Growth policy and action plan in place</li> <li>• Clean Growth continue to be incorporated into core activities through the annual business planning cycle.</li> <li>• Wellington House refurbishment plans include carbon cutting measures (solar panels, electric vehicle charging and low-energy lighting).</li> <li>• The City Region's Energy Strategy and Delivery Plan also outline a range of partnership projects that will further support clean growth led by the CA.</li> </ul>	<p>3 possible</p>	<p>3 moderate</p>	<p><b>Medium</b></p>	<p>↔</p>	<p>Director of Strategy, Communications and Policing</p>
<p><b>Due to</b> staffing availability issues as a result of an increase in Covid-19 cases and/or self isolation, <b>there is a risk that</b> frontline services and business as usual activities cannot be adequately provided</p>	<ul style="list-style-type: none"> <li>• Staffing levels being monitored and individual circumstances being regularly reviewed</li> <li>• Individual resilience plans in place for frontline services</li> </ul>	<p>2 Unlikely</p>	<p>4 Serious</p>	<p><b>Medium</b></p>	<p>↔</p>	<p>Director of Transport &amp; Property Services</p>
<p><b>Due to</b> the increased profile of the Combined Authority following the transition to the MCA Model, <b>there is a risk that</b> security arrangements in place for individuals and buildings is not sufficient.</p>	<ul style="list-style-type: none"> <li>• Security review undertaken for individuals and practical actions being implemented as a result of this</li> <li>• Security review of buildings undertaken and practical measures being implemented</li> <li>• Training and awareness raising for staff generally</li> </ul>	<p>2 Unlikely</p>	<p>4 Serious</p>	<p><b>Medium</b></p>	<p><b>NEW</b></p>	<p>Managing Director</p>