

Corporate risk update January 2022

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
Due to the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits, there is a risk that key corporate objectives cannot be met	<ul style="list-style-type: none"> Research and Intelligence continue to model 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 	3 Possible	5 Critical	Very high	↔	Managing Director
Due to the financial impacts of the COVID-19 pandemic, there is a risk that the medium to long term financial health of the Combined Authority will be adversely affected	<ul style="list-style-type: none"> Financial scenario modelling undertaken and being continually updated Continued liaison with Government to understand funding opportunities Budget Working Group and Finance & Resources Committee to oversee response 	3 Possible	5 Critical	Very high	↔	Managing Director
Due to over-optimistic profiles, capacity and recruitment and retention challenges, there is a risk that 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"> Significant monitoring and controls in place through Assurance Process Challenge on delivery profiles of individual schemes through Assurance Framework Ongoing work to widen the advertising reach for vacancies 	3 Possible	4 Serious	High	↔	Director of Delivery
Due to over-optimistic profiles, capacity and recruitment and retention challenges, there is a risk that 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"> Significant monitoring and controls in place through Assurance Process Continuing to provide support to districts through secondment of projects/programme staff Challenge on delivery profiles of individual schemes through Assurance Framework 	3 Possible	4 Serious	High	↔	Director of Delivery
Due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales, there is a risk that there is insufficient floorspace to generate projected business rates income.	<ul style="list-style-type: none"> Prudent level of income forecasting included within budget projections New Head of investment & Development role to oversee EZ strategy Cross-directorate approach established to link into broader funding opportunities and to maximise Inward Investment reach. 	3 Possible	4 Serious	High	↔	Director of Economic Services
Due to the high volume of people and inherent operational risks present in a bus station, transport interchange or CA facility, there is a risk that a major accident or injury occurs at a CA facility	<ul style="list-style-type: none"> Health and safety policies, procedures and processes in place Ongoing staff training Continual monitoring of Health and Safety risks Working with district emergency planning units to share knowledge and develop joint plans 	2 Unlikely	5 Critical	High	↔	Director of Transport & Property Services
Due to the significant amount of change within the organisation and associated increasing workload pressures, there is a risk that staff wellbeing is adversely affected.	<ul style="list-style-type: none"> Significant activity in place to promote wellbeing and signpost staff to support Specific support services in place including EAP and Mental Health First Aiders Capacity issues being identified and monitored through SLT and MCA Board 	3 Possible	4 Serious	High	↔	Managing Director
Due to the need to improve recruitment processes and reach, there is a risk that 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"> HR Advisor to lead recruitment & diversity activity in post Interim improvements to advertising of vacancies put in place 	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
Due to the business failure, sale, or substantial change in bus/rail providers, there is a risk that there is a	<ul style="list-style-type: none"> Close relationships with operators to obtain early warnings Continued dialogue with DFT, TFN 	3 Possible	4 Serious	High	↔	Director of Transport & Property Services

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substantial reduction or alternation of services to customers.						
Due to an internal failure of controls, protocols and systems or a malicious attack there is a risk that the CA falls victim to a cyber security breach	<ul style="list-style-type: none"> Mandatory data protection and information governance training for staff Routine monitoring of suspicious e-mails and threat ICT security policy and Information Governance policies in place Technical security controls in place 	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
Due to a major unanticipated change in national policy, or an unplanned response to a national emergency situation, there is a risk that organisational objectives cannot be achieved as anticipated and/or there is a need to divert resources	<ul style="list-style-type: none"> Continued dialogue with Government Policy and Strategy directorate continuing to monitor emerging national trends 	2 Unlikely	5 Critical	High	↔	Managing Director
Due to uncertainty surrounding the availability and timing of future funding streams, there is a risk that 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"> Continuing to liaise with Government on clarity over funding through UK Shared Prosperity Fund, Levelling-Up Fund Funding sources being considered through annual budget setting process 	3 Possible	4 Serious	High	↔	Director of Economic Services
Due to lack of compliance with legislation, there is a risk that the Combined Authority faces a legal challenge.	<ul style="list-style-type: none"> Policies and processes in place to minimise risk Mandatory compliance training for staff Ongoing monitoring of legislative changes and consequences decisions by legal team. Ongoing monitoring of compliance issues through Regulatory and Compliance Board 	2 Unlikely	4 Serious	Medium	↔	Director of Corporate & Commercial Services
Due to the role of the organisation broadening under the MCA model, there is a risk that the organisation's processes, systems and structures are insufficient to adequately support the organisation in achieving its objectives.	<ul style="list-style-type: none"> MCA Programme includes significant projects to update systems and processes MCA Digital programme in delivery to further improve ICT infrastructure and tools Integrated Corporate Systems project in delivery to modernise the organisation's HR/Finance systems 	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
Due to the increased breadth and volume of activities for the organisation under the MCA model, there is a risk that we fail to have in place sufficient capacity or skills to deliver on increasing priorities and responsibilities	<ul style="list-style-type: none"> MCA programme includes organisational design workstream to ensure skills and capacity are in place to deliver against priorities Capacity and skills gaps to be identified through business planning process 	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
Due to different priorities and differential capacity, there is a risk that our relationships with key partners are not sufficiently strong to deliver on objectives.	<ul style="list-style-type: none"> Continue work to strengthen key partnerships Member and Officer representation on formal and informal groups, Panels and Committees across every aspect of the organisation's work. 	2 Unlikely	4 Serious	Medium	↔	Managing Director
Due to a legacy/outdated structure and resourcing in the Communications Team, there is a risk that perception management and effective communication of the CA and the LEP are compromised.	<ul style="list-style-type: none"> One structural review took place in 2020 and a significant organisational restructure of the service is underway 	3 Possible	3 Moderate	Medium	↔	Director of Strategy, Communications & Policing
Due to the ambitious approach to tackling the climate emergency adopted by the CA in setting a target of becoming net zero carbon by 2038, there is a risk that 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.	<ul style="list-style-type: none"> A Clean Growth policy and action plan in place Clean Growth continue to be incorporated into core activities through the annual business planning cycle. Wellington House refurbishment plans include carbon cutting measures (solar panels, electric vehicle charging and low-energy lighting). 	3 Possible	3 Moderate	Medium	↔	Director of Strategy, Communications and Policing

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	<ul style="list-style-type: none"> 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. 					
<p>Due to staffing availability issues as a result of an increase in Covid-19 cases and/or self isolation, there is a risk that frontline services and business as usual activities cannot be adequately provided.</p>	<ul style="list-style-type: none"> Staffing levels being monitored and individual circumstances being regularly reviewed Individual resilience plans in place for frontline services 	<p>2 Unlikely</p>	<p>4 Serious</p>	<p>Medium</p>	<p>↔</p>	<p>Director of Transport & Property Services</p>
<p>Due to the increased profile of the Combined Authority following the transition to the MCA Model, there is a risk that security arrangements in place for individuals and buildings is not sufficient.</p>	<ul style="list-style-type: none"> Security review undertaken for individuals and practical actions being implemented as a result of this Security review of buildings undertaken and practical measures being implemented Training and awareness raising for staff generally 	<p>2 Unlikely</p>	<p>4 Serious</p>	<p>Medium</p>	<p>↔</p>	<p>Managing Director</p>