

Ref	Type	Description	Corporate Objective / Organisational Risk	Risk Owner (Operational Level, Head of Service)	Risk Sponsor (Accountable Director)	Consequences	Existing Mitigations	Likelihood	Impact	Rating	Rating at Last Review	Direction of Travel	Further Mitigations	Date Risk Opened	Weeks Risk has been open	Last Review Date	Review Overdue
CRR-001	Risk	Due to a malicious external incident, there is a risk that the Combined Authority falls victim to a cyber security attack. There is a risk that this may result in: human harm; damage to assets; financial penalties and enforcement action from the Information Commissioner's office; a loss of personal or sensitive data; disruption to affected services; reputational damage	Organisational risk	Head of ICT Services	Chief Operating Officer	Human harm; damage to assets; financial penalties and enforcement action from the Information Commissioner's office; a loss of personal or sensitive data; disruption to affected services including loss of ability of people using West Yorkshire transport system to access information; reputational damage	Redacted - exempt information pursuant to paragraph 3 Part 1 Sched 12A Local Government Act 1972	5 Very Likely	4 Serious	Very High	Very High	↔	Redacted - exempt information pursuant to paragraph 3 Part 1 Sched 12A Local Government Act 1972	12/09/2023	3	03/10/2023	No
CRR-002	Risk	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	Organisational risk	Director of Passenger Experience and Asset Management	Executive Director for Transport	Could result in death or injury, and leave the organisation open to significant potential civil and criminal liabilities Wider reputational issues	The organisation has in place a framework of policies, procedures and arrangements to ensure compliance with Health and Safety legislation. Training is provided to staff including front line staff eg. Bus station Manager vigilance New/enhanced bus station design takes on board current best practice and allows for continued improvement	3 Possible	4 Serious	High	High	↔	A review of implementation of policies and processes at an operational level Identify any gaps in training provision at an operational level Keep capacity under review through the business planning process	12/09/2023	3	04/10/2023	No
CRR-004	Risk	Due to external pressures there is a risk that fixed budgets are affected by cost increases which will impact on the ability of the organisation to deliver objectives and outcomes for the region.	Empowering our communities, towns and cities to thrive	Director of Finance and Commercial Services	Chief Operating Officer	Failure to deliver priorities for the region Failure to achieve corporate plan objectives	Robust budget setting and monitoring processes enabling Members to prioritise where funding goes Engagement with Government on future funding models Horizon scanning for new opportunities to generate income and/or lever in private sector funding. Completion of inflation review.	2 Unlikely	4 Serious	Medium	Medium	↔	Consider further actions as part of business planning and budgeting for 24/25.	12/09/2023	3	12/09/2023	No
CRR-005	Issue	Due to uncertainty in the funding landscape and the variable political climate, there is a risk that strategic objectives are not met or that key areas of expertise are lost.	Organisational risk	Director of Finance and Commercial Services	Chief Operating Officer	Due to stop/start funding, short term funding, reduction in some funding and/or lack of sufficient funding the following are at risk: •Violence reduction where we only have 18months left of a funding agreement with the Home Office •WY Police funding with real term cuts •Realizing the Climate Emergency with stop/start funding from Government and a limited long term plan for decarbonisation •Affordable and sustainable homes – with funding pots such as BFH being constrained by Government criteria and timeframes. Wider economic services and infrastructure are also constrained by this risk.	1. Making representations to Government about current and future funding requirements 2. Utilising flexible funding to fill gaps and underwrite where future funding is expected but not confirmed. 3. Regular advice to Members about choices and trade offs in budgeting and business planning.	5 Very Likely	4 Serious	Very High	Very High	↔	Consider further actions as part of business planning and budgeting for 24/25.	12/09/2023	3	12/09/2023	No
CRR-006	Risk	Due to operator business failure, there is a risk of significant change to bus services.	Creating an accessible, clean and customer focused transport system	Director of Transport Operations and Service Transformation	Executive Director for Transport	Communities left without bus services at short notice. Reputational risk to Combined Authority. Expectation that Combined Authority will resolve the issue and reinstate services	Combined Authority have a plan which involves liaison with other bus operators to seek to step in to plug the gaps. Relationship with operators is a critical part of this	3 Possible	3 Moderate	Medium	Medium	↔	Potential need for a contingency budget for this potential scenario	12/09/2023	3	12/09/2023	No
CRR-007	Issue	Due to a highly volatile market, where operating costs continue to increase, contracts come to an end and where post pandemic patronage remains low, combined with a static tendered services budget there is a risk that there could be fewer bus services in West Yorkshire.	Creating an accessible, clean and customer focused transport system	Director of Transport Operations and Service Transformation	Executive Director for Transport	May result in a decrease in customer confidence and reduced patronage resulting in a risk to the broader strategic outcomes around integrated transport in bus reform and the mass transit roll out.	Work closely with bus operators to understand future service changes/cuts proposed. Process exists to negotiate with bus operators on potential cuts - BSIP+ currently used to support Work planned on looking at the operational bus network more strategically	4 Likely	4 Serious	Very High	Very High	↔	Ongoing discussions with government around the bus funding model	12/09/2023	3	12/09/2023	No
CRR-009	Risk	Due to the scale and pace of change in the organisation there is a risk that the organisation's processes, systems and structures are inadequate to support the organisation in achieving its objectives.	Organisational risk	Chief Operating Officer	Chief Operating Officer	Failure to achieve key objectives, resulting in reputational damage and sub-optimal real world outcomes	Internal Governance Review underway; Implementation of CI Anywhere underway; Organisational structure changed to focus on outcomes supported by corporate centre with responsibility for leading, enabling and protecting.	3 Possible	3 Moderate	Medium	Medium	↔	Implementation of governance review including delegations. Successful implementation of CI Anywhere. Development of internal transformation resource.	12/09/2023	3	12/09/2023	No
CRR-010	Risk	Due to competing pressures there is a risk that the delivery milestones for the mass transit programme are not met which could result in delay or non delivery of the programme, reputational damage and limitations placed upon the availability of funding for future programmes	Creating an accessible, clean and customer focused transport system	Director of Mass Transit	Executive Director for Transport	Failure to achieve organisational objectives and Mayoral commitment on delivering Mass Transit for West Yorkshire, resulting in reputational damage and loss of confidence with key stakeholders and Government, potentially impacting availability of funding for future programmes and success of fully integrated public transport system across the region.	Development and baselining of resilient Integrated Master Schedule and risk profile ongoing, alongside review of governance and assurance processes supported by operating model and organisational development, to manage development and delivery of the Mass Transit Programme.	2 Unlikely	4 Serious	Medium	Medium	↔	Collaborative engagement with key strategic partners and supply chain partners to optimise delivery and manage/mitigate risks and issues. Development of appropriate gateway review and assurance processes to provide positive challenge and resilience to delivery processes and timescales. Corporate teams resourcing proposals to come forward.	12/09/2023	3	04/10/2023	No
CRR-011	Risk	Due to lack of capacity, expertise and funding, there is a risk that there is an inability to make the case for, and implement, bus reform	Creating an accessible, clean and customer focused transport system	Director of Transport Policy and Delivery	Executive Director for Transport	We may not have all implications of bus reform clearly set out to enable the Mayor to take an informed decision	We have appointed external experts to work alongside the team providing legal, economic, financial and commercial support in relation to Bus Reform and the statutory process. We have approved additional resource to move the assessment forward and we are recruiting to those roles. We have outlined a transition plan to take us to the operation of either an Enhanced Partnership Plus, or a fully franchised bus network.	3 Possible	4 Serious	High	High	↔		12/09/2023	3	20/09/2023	No
CRR-012	Risk	Due to a variety of challenges including level of funding available, changes in Government policy, and the scale of government investment and legislation, there is a risk that the CA fails to meet its objectives as set out in its Climate and Environment Plan.	Building a sustainable, nature rich and carbon neutral region	Director Policing, Environment and Place	Chief Executive	Which may mean that the Authority doesn't fully achieve its wider goals in supporting the regional commitment to becoming net zero by 2038 with significant progress by 2030.	Combined Authority has a Climate and Environment plan it is currently delivering against. In partnership with others, including Districts, the private sector, housing providers and others, schemes are being developed and delivered across transport (both decarbonisation through EV charging and solar panels on bus stations and through greater use of public transport and walking and cycling), homes (through the better homes hub), energy decarbonisation, skills (including recommendations from a green jobs taskforce and a £6m package of interventions on green and digital), business support (including £10m for business sustainability grants) and to support the community (through a £2m better neighbourhood programme). The CA is also making representations to Government about national change required. The CA is also working on adaption and resilience measures such as improvements to our flood defences.	5 Very Likely	3 Moderate	High	High	↔	Next three year climate and environment plan to be written next year with updated interventions and actions, work to update our carbon pathway and a new local nature recovery strategy. Continued development and delivery of programmes to decarbonise the region and encourage behaviour change. Further work on adaptation and resilience.	12/09/2023	3	04/10/2023	No