

Ref	Risk Title	Risk Type	Risk Description (There is a risk that... This is due to...)	Consequences (This could / may result in... &/or This may impact...)	Existing Controls (Use sequential numbering for each individual control)	Assurances (Use sequential numbering for each assurance aligned with the numbering of existing controls)	Current Rating					Further Controls Required (Once implemented move to existing controls)	Corporate Objective / Organisational Risk	Risk Sponsor (Accountable Director)	Risk Owner (Operational Level, Head of Service)
							Likelihood	Impact	Risk Rating at Previous Review	Current Risk Rating	Direction of Travel				
CRR-001	Cyber Security	Technology risk	There is a risk that the Combined Authority (CA) including operational sites managed by the CA is subject to cyber security attack and breaches.  This is due to evolving and increasingly sophisticated cyber-attacks targeting public sector organisations.	This could lead to unauthorised access to sensitive data, including financial, personal and project related information causing significant disruption to operations (including access to services). It could also lead to ransomware deployment which would significantly impact the organisation's ability to operate effectively.  This may further lead to financial loss (compensation and penalties), reputational damage and potential legal and regulatory implications (GDPR, Data Protection Act).	Redacted - exempt information pursuant to para 3 Part 1 Schedule 12A Local Government Act 1972	Redacted - exempt information pursuant to para 3 Part 1 Schedule 12A Local Government Act 1972	5 Very Likely	4 Serious	Very High	Very High	↔	Redacted - exempt information pursuant to para 3 Part 1 Schedule 12A Local Government Act 1972	Organisational risk	Chief Operating Officer	Head of Digital & Technology
CRR-002	Fatality	People risk	There is a risk that a fatality may occur at a Combined Authority facility  This is due to the high volume of people and inherent risk present at a bus station, transport interchange or Combined Authority facility for a major accident to occur.	This could result in the loss of life.  This may impact the Combined Authority with significant potential civil and criminal liabilities as well as regulatory investigations, financial penalties and reputational damage.	1. Health & Safety Policy & Procedure 2. Appropriate staff training for all resources on site eg. Bus station Manager, Travel Centre Teams vigilance 3. New/enhanced Bus station design in line with current best practice and allows for continued improvement 4. Appropriate escalation processes to convene Silver and/or Gold command as required in order to make urgent operational decisions 5. Incident reporting and management policy and procedure 6. Contractual service delivery through supplier contractual obligations. 7. Physical on site infrastructure and barriers. 8. Quality Compliance Team checks and audits. 9. Use of banksman at certain bus stations	1. Held on the Intranet within Health & Safety 2. Staff Training Records - next refresher due: 3. Designs held on file and available for view on request 4. Procedure held on the Intranet 5. IMBR section on the Intranet 6. periodic supplier reviews 7. periodic checks of asset performance 8. management review of audit outputs 9. check on deployment of banksman resource	2 Unlikely	5 Critical	High	High	↔	*A review of implementation of policies and processes at an operational level.  *Identify and fill gaps in training provision at an operational level to ensure consistency of approach by front line employees and contractors in service delivery.  *Operational capacity and resource deployment review through the business planning process to ensure there is a clear definition of minimum resource requirements at bus stations and interchanges relative to the risk and footprint of a site.  *Ongoing risk assessments around revised operation of Bradford Interchange following its reopening in January 2025 and ensuring there is a clear lessons learned process to cascade to other sites.  * Engage with bus operators through the Bus Alliance to ensure that driver safety training standards are understood and where required consistent. In particular for drive in reverse off bus stations that this is known and adequately discharged in their training.  *review of existing Carlisle contract to ensure compliance and to consider additional variations to contract or requirements for retender requirements, currently assumed to be implemented in April 2026.  *periodic reviews of reported near misses using CCTV where possible to indicate opportunities for further controls or mitigations to be implemented.	Organisational risk	Director of Transport Services	Head of Assets
CRR-004	Fixed Budgets	Financial risk	There is a risk that fixed budgets are affected by cost increases.  The same pressures may result in partner authorities being unable to deliver services or co-fund activities with the Combined Authority.  This is due to external pressures	This may lead to the inability of the Combined Authority to deliver or complete its objectives and outcomes for the region over the coming years.  This may impact the credibility and reputation of the Combined Authority to deliver and impact the public perception of the Mayor.	1. Financial Monitoring 2. Contingency Funds 3. Procurement Strategy - including flexible contract and inflation clauses 4. Collaborative meetings with partner authorities to review potential financial issues. 5. Engagement with central government/National Funding Bodies 6. Scenario Testing / Planning	1. Monthly and Quarterly reporting and forecasting in place and ongoing. 2. All projects allocated with a contingency fund allocation as part of the assurance framework. 3. Individual procurement strategies held within the commercial team as well as an overarching procurement strategy held on the intranet. Review site tbc. 4. Monthly meeting agenda West Yorkshire Directors of Finance (WYDoF) 5. Opportunities are recorded and held within the policy and strategy team 6. Annual budget review has dedicated scenario testing and this is reviewed on a monthly basis for performance.	4 Likely	4 Serious	High	Very High	↑	*Developing the content of the financial reporting and forecasting, to enable early identification of cost pressures and variances. This includes monitoring inflation, material costs and labour costs. (Early detection allows the CA and its partners to take timely corrective action, such as reallocating resources or adjusting project scopes before budget overruns become critical). [Financial Monitoring]  *Review contingency funds within budgets to absorb unexpected cost increases. This can be especially useful in large infrastructure projects that are vulnerable to market fluctuations (Having contingency funds reduces the immediate impact of cost increases, allowing projects to continue without delays while long term solutions are identified). [Contingency Funds]  *Review contracts with inflation and price fluctuation clauses to manage unforeseen cost increases in procurement or partnership agreements. (This ensures contractors bear part of the cost risk or that budgets can be adjusted according to market conditions without affecting the overall project. [Flexible contracting with Inflation Clauses]  *Review agenda at the WYDoF monthly meeting to ensure to assess joint funding positions and address any potential shortfalls early. (Early discussions can help redistribute resources, restructure funding agreements, or explore alternative financing models to ensure continued delivery of shared objectives. [Collaborative budget reviews with partner authorities]  *Maintain alignment for engagement with central government and national funding bodies as and when opportunities arise, securing additional funds for critical projects, particularly where cost pressures are externally driven. [Engagement with central government/National Funding Bodies]  *Review frequency and resource for scenario planning sensitivity analysis to model the potential financial impact of different cost increases and funding shortfalls. This should include	Empowering our communities, towns and cities to thrive	Chief Operating Officer	Director of Finance and Commercial Services
CRR-005	Strategic Objectives & Key Expertise	Financial risk	There is a risk that strategic objectives are not met or that key areas of expertise are lost.  This is due to uncertainty in the funding landscape and the variable political climate including: 1.stop/start funding 2 short term funding 3.reduction in some funding 4.lack of sufficient funding	This may lead to a negative impact on: 1. Violence reduction - where we have confirmed funding from Home Office until March 25 only and indicative funding recently announced 2. WY Police funding - with real term cuts 3. Realising the Climate Emergency - with stop/start funding from Government and a limited long term plan for decarbonisation 4. Affordable and sustainable homes – with funding pots such as BFH being constrained by Government criteria and timeframes. 5. Wider economic services and infrastructure  This could result in reputational damage, stakeholder confidence and financial losses.	1. Making representations to Government about current and future funding requirements, including exploring opportunities through further devolution/single settlement and making the case of multi year settlements. 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.	NB: Assurances to be reviewed for the next quarter once controls have been revised. This review is scheduled in with the risk & compliance manager and the risk owner.	3 Possible	4 Serious	High	High	↔	*Business planning and budgeting for 2024/25 has considered how to make most effective use of resources including the use of capital to meet the direct and indirect costs of capital delivery.  *Further work in 2024/25, as set out in the business plan includes developing the strategic finance function and a sustainable funding model.	Organisational risk	Chief Operating Officer	Director of Finance and Commercial Services
CRR-006	Operator Bus Services	Operations risk	There is a risk that commercial, tendered services and bus enhancements will be withdrawn with little notice. The scale and volume of service reductions is unpredictable.  This is due to the challenges faced by many operators such as reduced profit, driver shortages, staff retention and increased operating costs. Also increase in Employers NI contribution from April 2025 a new added pressure	This could result in communities left without bus services at short notice.  This may impact the Combined Authority (CA) with reputational damage and financial losses with the expectation that the CA will resolve the issue and reinstate the services.	1. Combined Authority has 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. 2. Through the WY Bus Alliance, communication with operators remains strong and there is no information to suggest that this risk will materialise at scale at the current time. 3. There is a responsive procurement mechanism in place that will allow for speedy resolution for impacted TS and direct links between the Combined Authority's Network Planning Team and operators to ensure service risks are mitigated quickly. 4. Regular communications with the Chair and Deputy Chairs of the Transport Committee is mitigating associated political risks. 5. BSIP+ currently used to support the network (until March 2025) and other BSIP funding being rolled out to protect/enhance services (until March 2026).	1. Relationships with operators continue to be prioritised in Transport Services, with very regular meetings between both senior management and operational staff 2. The bus alliance is very well established, with both an operational and executive board that meet regularly. Governance arrangements currently under review 3. Through the well established relationships, any early warnings are quickly identified to be acted upon. Commercial colleagues now also supporting procurement processes 4. The Transport Committee chairs meet weekly, and notes of each meeting captured and retained 5. Regular dialogue with DT regarding ongoing BSIP spend, and future allocations	4 Likely	4 Serious	Medium	Very High	↑	*Early market engagement in all procurement activity.  *The integration of SME operators into strategic transport plans.  *Close collaboration with all operators, including SMEs through bus reform period, to ensure a smooth passage into the new decided delivery model.  * review existing meetings with operators to streamline and standardise approach to improve consistency of information sharing and officer awareness of progress  * review of Bus Alliance governance, process and scope to ensure it is aligned to management of network risks  *New and emerging issues around school transport income resulting in very high likelihood of reduced school services from 25/26.  *Engagement with TC and wider politicians on the deployment of 2025/26 BSIP allocation of £33.89m.  *Engagement with the single settlement discussions on requirements for 2026/27 to ensure continuity and stability of network services to allow for a seamless transition into bus franchising.	Creating an accessible, clean and customer focused transport system	Executive Director for Transport	Director of Transport Services
CRR-010	Mass Transit Programme	Project / Programme risk	There is a risk that the delivery milestones for the mass transit programme are not met.  This is due to wide variety of external and internal competing pressures.	This could result in delay or non delivery of the programme, leading to the failure in achieving organisational objectives and the Mayor's commitment on delivering Mass Transit for West Yorkshire.  This may impact the Combined Authority with 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.	1. Management of Integrated Master Schedule, including short term schedules and plans for key next milestones. 2. Ongoing risk profiling and management, including initial quantification. 3. Ongoing review of governance and assurance processes supported by operating model and organisational development, to manage development and delivery of the Mass Transit Programme. Currently working within the WYCA governance and assurance processes, with change management process. 4. Agreed control data structure/model 5. Management reporting suite, with key statistics and information	1. Primavera P6 dynamic scheduling tool 2. RiskHive portal (risk management tool) 3. Management reporting suite, powered by PowerBI 4. Engagement at C-Suite Level and with DfT 5. Moata – relationship management tool	3 Possible	5 Critical	High	Very High	↑	*Currently implementing EcoSys that is an Enterprise Project Performance software driving effective portfolio management, project controls and project management. *Preparing to run Quantitative Risk Analysis on the schedule and cost. *Seeking to procure and implement an Electronic Document Management System (EDMS) *Proactively working with the DfT and WYCA SPO to confirm most effective assurance process for programme gateways. *Refreshing performance KPIs *As design and business cases progress, the programme certainty will increase and the functional control information will continue to be updated to reflect the latest performance.	Creating an accessible, clean and customer focused transport system	Executive Director for Transport	Director of Mass Transit
CRR-012	Climate & Environment	Project / Programme risk	There is a risk that the Combined Authority fails to meet its objectives as set out in its Climate and Environment Plan.  This is due to changes in CA resourcing, the ability of the supply chain to respond and changes in Government policy and the scale of government investment and legislation	This could result in the Authority failing to support the regional commitment for the environment and to becoming net zero by 2038 with significant progress by 2030.  This could further result in impacting the contribution of the CA in preventing climate related crisis specifically for the people of West Yorkshire.  This may also impact the Combined Authority with reputational damage and loss of confidence with key stakeholders including the government, and potentially impacting availability of funding for future programmes.	1. Current Climate and Environment Plan 2. Funded programmes to deliver the Climate and Environment Plan 3. Partnerships to influence private sector funding 4. Risk register for climate and environment plan in development	1. Review of Climate and Environment Plan actions reported to Climate and Environment Committee in July 2. Performance reporting of CA funded interventions across Directorates through Investment Portfolio Boards 3. Partnerships MOUs being developed with oversight from Climate and Environment Committee 4. Risk register under review by risk owners	5 Very Likely	3 Moderate	High	High	↔	*New climate and environment plan to be written this year (2024) and early next (2025) with updated interventions and actions  *work to update our carbon pathway and a greater focus on resilience and adaptation.  *To supplement the Climate and Environment Plan - the development of a new local nature recovery strategy for adoption next year and a Local Area Energy Plan.  *New interventions to be developed for which funding routes will need to be found.	Building a sustainable, nature rich and carbon neutral region	Chief Executive	Director Policing, Environment and Place

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CRR-013	Capital Programme Delivery	Project / Programme risk	<p>There is a risk that capital programme delivery will be delayed.</p> <p>This is due to capacity within partner councils and availability of supply chain and limited resources. This is particularly in light of further funding coming through Network North and limited resources working across more programmes.</p>	<p>This may result in the failure to deliver improved transport infrastructure and safe reliable, well maintained assets.</p> <p>This may also impact reputational damage and loss of confidence with key stakeholders and government, potentially impacting availability of future funding.</p>	Continue to work closely with Chief Highway Officers to understand current delivery performance and resource pressures.	NB: Assurances to be reviewed for the next quarter once controls have been revised. This review is scheduled in with the risk & compliance manager and the risk owner.	5 Very Likely	4 Serious	High	Very High	↑	Collaborate with partner councils and develop a forward look of programmes/projects, identifying current and future resource pressures and anticipated routes to development and delivery. Update 17/05/2024: We continue to work with Chief Highways Officers on this. We are organising a dedicated workshop with them and looking into procuring a consultant to do some analysis on district partners structure, vacancies and needs.	Creating an accessible, clean and customer focused transport system	Executive Director for Transport	Director of Transport Policy and Delivery
CRR-015	Recruitment	People risk	<p>There is a risk that the Combined Authority is not able to fill key roles to deliver the corporate objectives and priorities</p> <p>This is due to the ongoing challenges within the recruitment market.</p>	<p>This may result in the Combined Authority not having the necessary skills, capacity and capability at the time needed to deliver its objectives, with gaps in key roles not being filled.</p>	<p>1. Recruitment and retention workplan - to continually improve our attractiveness as an employer and become an employer of choice</p> <p>2. Ongoing work with departments on the recruitment strategy and continually updated Recruitment Policy and Toolkit to taking on board feedback and ensuring fit for purpose.</p> <p>3. Reviewed, updated and implemented payscales and package of Ts and Cs.</p> <p>4. Directorate business plans for projects and relevant recruitment required</p> <p>5. Employed expertise to manage for high risk functions</p> <p>6. Use of social media, linked in and various recruitment platforms.</p> <p>7. Currently reviewing recruitment platforms to obtain widest reach and best value/return on investment</p>	<p>1. Physical workplan filed with HR. Expiry / Review date tbc</p> <p>2. Employed HR Business partners responsible to conduct activities</p> <p>3. Available in the employee handbook on the Intranet</p> <p>4. Physical plans held with Corporate Planning team and reported to the FRCC and SMT</p> <p>5. Employed HR Advisor dedicated to Transport Directorate</p> <p>6. Managed via CIAnywhere integration</p> <p>7. Working with directorates to embed Workforce Planning approach, which will influence recruitment, moving forward</p>	4 Likely	3 Moderate	High	High	↔	<p>*Monitoring vacancy return rates.</p> <p>*Follow ups with candidates regarding their experience.</p> <p>*Target recruitment advertising.</p> <p>*Encourage High level of internal progression.</p> <p>*Review of master vendor for temporary and hard to recruit posts (REED) to be reviewed during 2025 with a view to focussing more specifically on those specialists skills required moving forward</p>	Organisational risk	Chief Operating Officer	Head of HR
CRR-016	Bus Franchising	Project / Programme risk	<p>There is a risk that there is an inability to implement bus franchising on time and in line with stated objectives.</p> <p>This is due to the strict timeline and;</p> <p>1. challenges from private operators</p> <p>2. compliance issues</p> <p>3. system and data integration issues</p> <p>4. cybersecurity risks</p> <p>5. economic disruptions</p> <p>6. environmental factors</p> <p>7. costs overrun</p> <p>8. funding shortfalls</p> <p>9. dependency on third-party providers</p> <p>10. capacity and capability gaps</p>	<p>This may lead to the failure of achieving the mayoral commitments on bus franchising.</p> <p>This may impact in reputational damage, disruption to the network and/ or financial damage to the Combined Authority.</p>	<p>1. Additional resource to manage franchising approved and currently recruiting to these roles</p> <p>2. Approved Transition Plan</p> <p>3. Appointment of external experts to work alongside the team &gt; legal, technical and commercial support</p>	<p>1. Performance reporting for staff, monitoring of resource spend through programme budget reporting</p> <p>2. Developing of a Stakeholder engagement plan &amp; communications plan, ongoing RAID management, financial monitoring and budget contingency.</p> <p>3. Verification of expertise during tendering process, defined scope of works and regular contract management processes.</p>	3 Possible	4 Serious	High	High	↔	<p>* Further recruitment and appointment of external experts as required</p> <p>* Bring forward costed capital programme requirements to ensure timely decision making.</p> <p>* Implement stakeholder engagement plan to ensure broader alignment of stakeholders to stated objectives and minimise delays.</p>	Creating an accessible, clean and customer focused transport system	Executive Director for Transport	Head of Bus Reform