

WMCA Strategic Risk Register - January 2021

Risk ID	Risk Owner	Category	Status & Previously reported score	Risk Description	Controls and measures already in place	Current risk score			Further actions required to mitigate risk
						Likeli-hood	Impact	Current Score & Trajectory	
S01	Director of Finance	Financial	OPEN 5/5 Previous Risk Score 25 ↔	<p>Financial Assumptions for Investment Programme</p> <p>There is a risk that if WMCA are not able to realise the supplementary (or alternative, equivalent) income streams envisaged in the 2016 Devolution deal the programme may not be delivered as originally intended.</p> <p>There is a secondary risk around the 'interest rate risk' and the degree to which any upwards movement in the rate WMCA borrow at erodes the purchasing power of the grants / funding it has secured to date.</p>	<p>WMCA Board have capped the investment within an affordable limit which also includes a hedge against future interest rate rises as agreed with the WMCA FD network.</p> <p>Use of professional financial modellers and external treasury management experts to continually review the internal/ external forces on the Investment Programme model which are then regularly reviewed by senior Finance team members.</p> <p>Close working with Government to understand the ongoing financial position and help unlock additional income streams.</p> <p>Assessing opportunities to turn grants to loans and / or maximise 3rd party contributions and land value capture.</p> <p>Identify opportunities to fund Investment Programme schemes through other means (i.e. Levelling Up Fund).</p>	5	5	25 ↔	<p>Continuation of working with Government and constituent authorities regarding the assumptions relating to business rates.</p> <p>Alternative funding and financing streams are being explored with HMT.</p> <p>Future (post 2020) precept options to be explored.</p>
S01				<p>Covid 19 effects and response to risk</p> <p>Due to effects of Covid 19, it is impossible to predict on the outcome of financial assumptions but the current situation means it is highly unlikely the previous economic expectations will be met.</p>	<p>SLT continue to work with Central Government on financial issues arising from this situation, ensuring the voice of WMCA is heard by Government as part of discussions around financial and economic support for the region. We have built on existing good relationships with central Government to successfully bid for new streams of money e.g. Get Britain Building Fund. Opportunities arising from the recent Spending Review announcements are continuing to be assessed.</p>				<p>We continue to lobby Govt for funding and to explore other opportunities e.g. the Levelling Up Fund announced in November's Spending Review.</p>
S11	Senior Leadership Team	Economic	OPEN 5/5 Previous Risk Score 25 ↔	<p>External Factors</p> <p>There is risk that external challenges or changes in policy from global, EU or government / political or financial change are not factored into WMCA plans, which could make delivery ambitions more difficult to achieve.</p> <p>The challenge of Covid19 has brought significant change to most areas of the WMCA operations over a concentrated timespan. Future predictions over the course of the pandemic and its effects are hard to make.</p> <p>There is a danger that the risks of Brexit are sidelined or overlooked and insufficient planning is undertaken. The outcome of trade negotiations which will dictate the shape of UK/EU trade are still unknown so uncertainty still remains. Risks to the regional economy remain significant over the immediate and medium term. Economic effects of the pandemic in the WM Region is predicted to be affected more severely compared to other regions.</p> <p>There is still a requirement to monitor the situation on a continued basis since a no-deal Brexit still remains a possibility.</p>	<p>Economic Impact Group has been established on a multi agency basis across the public and private sector to track and plan for the impact of Covid on the economy and bring forward proposals to mitigate the effects. It is also playing a role in considering Brexit impacts and responses in the region. Recharge West Midlands Proposals were submitted to government in July and have been incorporated into the Spending Review representation submitted in September. Economic Recovery activity is overseen and directed by both the SED Board and the Steering Group, with regular reporting to CA Board. WMCA supports wider regional EU exit planning activities.</p> <p>Established weekly monitoring process (in collaboration with WM-REDI the University of Birmingham), summarising economic conditions, in addition to monthly reporting to SED Board. Regular statistical releases are circulated to inform decision making and are kept under annual review through the publication of the yearly "State of the Region" report.</p> <p>Awareness is maintained of existing and new legal and environmental regulations to ensure compliance at all times.</p> <p>Innovative programme delivery mechanisms are under active exploration, working towards joint venture modelling (similar to the Metro Alliance) working collectively with the private sector on sharing of risk and costs with partners.</p>	5	5	25 ↔	<p>Working closely with MHCLG, HM Treasury and the Department for Business, Energy and Industry Strategy (BEIS) to ensure the CA has access to the latest intelligence and government priorities, and is closely engaged with emerging policy and fiscal announcements</p> <p>Brexit implications continue to be closely monitored and the organisation remains cognisant of its developments and the emerging risks.</p> <p>Discussions are continuing with Whitehall to understand new Government priorities and to ensure the Region's views are taken into account.</p>
S11				<p>Covid 19 effects and response to risk</p> <p>There is significant risk that other policy developments must be stalled due to the Covid response. Particular risks associated with EU exit negotiations will have serious implications if not addressed in a timely manner.</p>	<p>Regular meetings are being held with SLT members to monitor the situation and are fully engaged in regional and national discussions on the response to Covid 19.</p>				<p>Continued development and delivery of appropriate responses as the situation develops as advised by Government, including the development of a strategy to support the recovery of the economy within the region.</p>
S04	Senior Leadership Team	Political	OPEN 4/4 Previous Risk Score 16 ↔	<p>Stakeholder & Political Relations</p> <p>There is a risk that as WMCA continues to expand and absorb new remits and accountabilities that WMCA's stakeholder & political relations become more pressured. Positive stakeholder and political relations are needed to deliver the ambitions of the organisation.</p> <p>The potential devolution of new powers and budgets from government to the Combined Authority under the Government's "levelling up" proposals, and continued uncertainty on when and how this will be achieved will increase pressures on financial, operational, governance and scrutiny functions. There may be challenges in maintaining the relationships across the Region which helped to deliver the WMCA.</p> <p>Mayoral elections have been cancelled until May 2021. Political relations and expectations will need to be managed in these circumstances.</p>	<p>Ongoing close working with LEPs, constituent and non-constituent members with regular communications in place to ensure all parties are fully engaged.</p> <p>Collaborative working to be maintained and extended where opportunities allow, supporting the joint submission made on the Devolution White Paper in August.</p> <p>Arrangements are being put in place to ensure all stakeholders are kept informed & involved with any Devolution discussions, through the establishment of a Devolution Strategy group.</p> <p>The expectations of all members is to be clearly understood and shared with ongoing engagement with all partners and businesses at all stages of the Portfolio delivery.</p> <p>WMCA are developing more regular stakeholder and political engagement to discuss both inflight and emerging opportunities for the wider benefit of the region. This has been supported by detailed stakeholder mapping and engagement activities being undertaken including protocols being established with local authorities.</p>	4	4	16 ↔	<p>Regular communication exists and is maintained at various levels.</p> <p>Wide representation at Governance Boards are to be maintained.</p> <p>New opportunities being identified by Leadership Team to maintain and improve relations.</p> <p>Induction process for newly elected political members of WMCA in place.</p> <p>External political uncertainties are likely to contribute to residual risks despite mitigating actions.</p>

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S03	Senior Information Risk owner (MD, TFWM) / Head of Governance	Operations Core Functions	OPEN 4/4 Previous Risk Score 16 ↔	<p>Data Protection & Information Security The risk that data protection requirements and/or appropriate protective security of WMCA assets; information/systems, premises and people, is not maintained, causing the damage, loss or misuse of corporate assets, including opportunities for fraudulent and criminal related activity, will result in reputational damage, legal challenges and an inability to maintain operations.</p> <p>Cyber Crime, predominantly attempted via social engineering (phishing, vishing and smishing), direct 'hacking' and/or denial of service of ICT systems and services, is an increasing threat and public sector bodies are regular targets. National Technical Authority (NTA) advice sets the risk at substantial. Failure to maintain an adequate response has the potential for severe reputational, operational and regulatory impact on the WMCA. Financial penalties for breach of Data Protection obligations are now significantly increased.</p>	<p>The WMCA has an Information Assurance Framework in place supported by a suite of Information Security/Management and Data Protection policies. The IA Frameworks, ratified at Senior Leadership level, sets out the organisation commitment and response to the mitigation of identified information threats and risks.</p> <p>In accordance with the IA framework, the WMCA is committed to counter cyber threats and appropriately protect its business and Data Protection relevant information assets. To enable this, the organisation has adopted and continues to monitor adherence to all standards, warnings, advice, guidance and best practice as indicated by the CPNI, NCSC and other external experts.</p> <p>The Information Assurance framework provides an internal information governance hierarchy for risk owners, whose function it is to consider and manage information risk at strategic and operational levels.</p> <p>Mandatory requirement in place for all staff to complete Information Security training, including GDPR, with regular staff awareness and monitoring in place.</p>	4	4	16 ↔	<p>Increasing organisational maturity surrounding the employment of baseline HMG standards of physical and Environmental, Policy and Procedural, and Personnel security, including staff training and awareness of Information Security and Data Protection.</p> <p>Comprehensive review of ICT strategy and service delivery in progress.</p> <p>Regular scenario and resilience based exercises in place to support response preparedness.</p> <p>Covid 19 response: Guidance has been issued to all staff to support continued conformity of data security in line with WMCA remote working protocols including completion of mandatory cyber security and GDPR training by all. Government guidance has been issued to respond to the continued security of personal data with all National Cyber Security Centre advisories being actively managed within the organisation</p>
S02	Head of Human Resources and Organisational Development /Senior Leadership Team	Operations Core Functions	OPEN 4/4 Previous Risk Score 16 ↔	<p>Capacity and Capability There is a risk that the capacity and skills amongst managers and officers is not fully aligned to meet the continuing focus for delivery of new and challenging initiatives within WMCA, resulting in difficulties in its ability to achieve delivery of the organisational priorities including a comprehensive organisation wide transformation programme, within the constraints of the funding pressures set for the organisation.</p>	<p>Recruitment and retention of high quality resources is a focus of WMCA Board and resource structures are regularly monitored at departmental, Leadership and board level.</p> <p>Regular reviews of organisational priorities are undertaken by SLT, aligned to the medium term financial plan to provide assurance delivery of all commitments can be fulfilled.</p> <p>Governance structure and monitoring provides early warning of possible pressures and if required, alternative interventions to be sourced.</p> <p>Managers are supported in their ability to manage outputs, including a focus on the monitoring of productivity and performance.</p> <p>Regular communications in place with all staff to maintain engagement across all levels of the organisation.</p>	4	4	16 ↔	<p>Development and delivery of the organisation wide Transformation Programme Reset: Rebuild has been established to support the review of systems, processes, structure and culture and will prepare the organisation in it's ability to deliver in a continuing changing environment.</p>
S02	Head of Human Resources and Organisational Development /Senior Leadership Team	Operations Core Functions	OPEN 4/4 Previous Risk Score 16 ↔	<p>Covid 19 effects and response to risk The organisation has moved to a predominantly home working environment. There is a risk that operational efficiency and staff morale and wellbeing could be affected in the long term. The recent update of HMG requirement to continue to work from home over the winter period, coupled with increasing localised lockdowns is likely to exacerbate this risk. Normal control measures could also be strained during this time due to unusual working conditions.</p>	<p>Detailed plans in place to support the continuation of home working for the foreseeable future with limited office space under Covid safe conditions being provided for critical roles only.</p> <p>Initial results of an All Staff survey on WMCA's management of it's Covid response has demonstrated the majority of staff have welcomed working from home and productivity has increased. The results have been reviewed in detail to inform the approach to Agile working plans for future and policy development with regard to future working arrangements. A Lessons Learnt exercise has been completed to assess WMCA's response and inform plans for the preparedness of future emergencies. This has been presented a paper to Health & Safety Strategic Committee (H&SSC), Corporate Management Team (CMT) & Joint Assets Board (JAB) on 6th October with our detailed findings.</p> <p>The planned Audit to review our HR response to Covid19 has been initiated, the audit is being undertaken by colleagues from Wolverhampton with findings anticipated for publication in early 2021.</p> <p>A suite of wellbeing initiatives have been implemented to support the continued health of all staff.</p> <p>Measures have been put in place to ensure regular staff briefings are completed, including written updates, FAQ's and video links with the Chief Executive and the Mayor.</p> <p>Recruitment and onboarding on new staff is successfully managed remotely</p>	4	4	16 ↔	<p>Monitoring of overall levels of productivity and well being will continue, following HMG latest advice on home working. In addition to the initial survey regarding WMCA's Covid response, the Staff will be surveyed again in November/December 2020 to assess ongoing well being, this survey is to be available for completion by Staff for a period of 2 weeks until 16:00 on 4th December 2020.</p> <p>Conclusion of planned Audit to review our HR response to Covid19, undertaken by colleagues from Wolverhampton, findings are expected to be published in early 2021.</p>
S15	Senior Leadership Team	Economic Political Financial	OPEN 4/4 Previous Risk Score 16 ↔	<p>Overall Delivery of Devolution Objectives As a result of political and economic uncertainty, there is a risk that the overall objectives underpinning the establishment of WMCA to deliver Devolution are compromised. This is both a delivery risk but also a reputational and functional risk.</p> <p>Ability to deliver on programmes that are not secured in full may be affected by funding pressures, political uncertainty and changing priorities of central government.</p> <p><i>Please refer to comments on risk ref.S11 for information on Covid 19 response</i></p>	<p>We continue to maintain close relationships with central government at both political and civil service levels.</p> <p>We make strong arguments for funding on all appropriate occasions. We are involved in regional and national review and planning exercises e.g. Brexit contingency planning.</p> <p>Devolution objectives are monitored and managed by Officers, thematic Boards and also WMCA Board.</p> <p>WMCA has active Overview & Scrutiny and Audit committees, monitoring progress and delivery of Devolution.</p> <p>The Annual Plan is produced based on Devolution priorities.</p>	4	4	16 ↔	<p>High residual external risks given current political and economic uncertainty</p>

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S15	Senior Leadership Team	Economic Financial Capacity Delivery	Previously captured as S18 OPEN 3/5 Previous Risk Score 15 ↔	Previously captured as S18 Covid-19 Response There is a risk WMCA cannot respond in an effective or timely manner to respond to the national and regional effects of the Covid 19 pandemic. This will result in significant challenges to the deliverability of the devolution programme within expected timescales, including a detrimental impact to the national economy, programme delivery, an inability to maintain robust governance arrangements and the capacity and wellbeing of it's staff.	Strategic team established by SLT to consider and manage the organisational response to the outbreak of Covid 19. Assessment of critical business activities, ensuring the prioritisation and continuation of the organisation's critical path. Revision of rules or suspension of statutory and constitutional obligations following government advice and instruction, including the suspension of the 2020 mayoral election and public meetings. Engagement with local and regional resilience forums and Civil Contingency groups to provide a consistent and consolidated response to the external effects of the pandemic response. Working with economic and other local strategic groups to mitigate the economic effects, disseminating their views to Government for onward consideration. In addition to support the continuing response phase, we are also supporting community and economic recovery planning. WMCA Officers are playing a full part in regional arrangements on all relevant topic areas where we have influence. Majority of staff continue to work remotely with adaptations having been made to Summer Lane offices to ensure it meets HMG's Covid 19 security guidelines for the use of critical roles only.	3	5	15 ↔	Situation updates appraised daily with active engagement to ensure the safety and wellbeing of staff is a priority, ensuring work demands and practices do not create additional risk, following Government and Public Health England guidelines. Longer term strategy for staff arrangements including the use of 16 Summer Lane is being developed for consideration in the autumn.
S19	Senior Leadership Team	Economic Financial & Operations Emerging	NEW 4/4 Risk Score 16 ↔	Longer term economic impact of Covid-19 on bus service provision. Commercial bus operators are currently being supported through the Covid-19 Bus Services Support Grant from the DfT. This is time limited funding enabling operators to maintain their pre-Covid service levels despite the loss of revenue from reduced patronage. It is unlikely, on the majority of routes, that patronage will recover to pre-Covid levels and may therefore affect the commercial viability of some services. This would likely lead to pressure on TfWM to step in and financially support services which, if deemed appropriate, would lead to increased budgetary pressures. The alternative would be reduced service provision across the region.	Working with bus operators to better understand the likely implications of any reduction or withdrawal of government funding support and assessing this at different levels of patronage. We are proactively engaging with Central Government and the DfT around devolution of funding so that we can better work with operators through the West Mids Bus Alliance to manage any required changes on the network. Consider review of funding model and access standards in the event of funding not being provided to support uplift and commercial operators making significant changes.	4	4	16 ↔	We will continue to work closely with bus operators, Government and UTG and ensure that any commercial changes are also considered alongside the tendered network to ensure we make efficient use of all available funding sources. The level of risk to regional bus services will need additional funding to the values between £5m and £35m in 2021/22 (tendered risk) and £35m to £60m (commercial operator risk) and could result in a review of regional access standards. Preparations are being made to assess a process required to amend access standards in the event of emergency. We will continue to engage with the Central Government and the DfT and lobby for effective funding for bus services during the recovery period to avoid significant impacts to commercial and tendered bus services in the region. In November Government indicated their support for devolving funding for 21/22 but are yet to agree the amount and the terms under which it will be devolved, but indications are positive currently.
S06	Director of Finance	Financial	OPEN 2/4 Previous Risk Score 8 ↑	Commerciality The risk that, having chosen to use commercial company delivery models in some areas, challenging economic conditions and/or material loss of revenue from investments may result in: a) commercial models not being able to deliver expected benefits and commercial revenue targets and/or b) the structure exposes the Combined Authority to greater financial risk if the delivery model is unsuccessful.	Formal governance structures in place between WMCA and commercial bodies. CA directors appointed to companies providing regular interface between parties. Compliance of all financial accounting arrangements. Assurance & Governance checklist in place to review and confirm satisfactory arrangements are in place for all 'Arms Length companies' The Investment Director provides a commercial perspective on funding opportunities that are presented to WMCA.	3	5	15 ↑	Adopting commercial models will allow the WMCA to become less dependent on government as it can diversify funding income.
S14	Senior Leadership Team	Political & Programme Delivery	OPEN 3/5 Previous Risk Score 15 ↔	Delivering the 2041 Carbon Budget reduction There is a risk the WMCA members and partners will not meet the region's carbon budget reduction net-zero CO2 by 2041 (and attendant interim targets) due to a variety of structural and operational factors - including the pace of transition within key industries and sectors, and the scale of government investment and legislation. This is a collective regional commitment (relevant across the three LEP areas) underpinned by a number of pre-conditions and determinants that are outside of WMCA's direct control. There are profound implications for the region as part of a headline global risk of severe warming which evidence suggest will be costly in human and economic terms.	Annual monitoring of progress will be put in place by the WMCA Environment Team, who have also undertaken to report annually to the Carbon Disclosure Project. But the scale of the renewed commitment of WMCA (alongside that of its members and partners) requires a step change. A climate change strategy has been developed and priorities identified through a paper presented to the CA Board in June 2020 (WMZ041: a programme for implementing an environmental recovery) Supporting progress with sustainability partners in aligning the five-year budget cycles required under the UK Climate Change Act. TfWM continues work to effect a modal shift to clean and efficient public transport and active travel addresses medium term carbon reduction goals as well as shorter term concerns over clean air and congestion. The new Movement for Growth strategy will have carbon as a key consideration in future transport measures.	3	5	15 ↔	The next steps for the delivery of the climate change work will be to develop a Five Year Action Plan (there will be 4 of these in total, up to 2041). This will set out clearly the policies and investments required to adhere to the carbon reduction timetable. We continue to press the Government for additional funding for the Carbon Reduction Plan in connection with any review of public spending. Additional resourcing of both the work and the team will be important for delivery as we go forward.
S12	Senior Leadership Team	Programme Delivery & Devolution Commitments	OPEN 3/5 Previous Risk Score 15 ↔	Project / Programme Appraisal & Assurance The risk that new project and programme proposals are not effectively appraised or assured. This could lead to poor investment decisions and failure to realise anticipated benefits or value for money, hence it will have an adverse financial and reputational impact.	An enhanced organisational Single Assurance Framework has been developed and approved by WMCA Board in July 2020. A phased implementation plan was endorsed by SLT in September 2020 for transition of projects to the new assurance framework. This started with the Investment Programme in 2 phases by geography. The Strategic Hub have developed tools for each key stage and during December 2020 the Development stage will be rolled out. This includes business case templates in the Board friendly format together with robust appendices and guidance. Alongside this will be the Assurance Tools - BCAT, observation report and maturity assessment. For business cases in excess of £1m there will also be a robust Risk & Investment Appraisal and this includes input from SMEs. Directorate programmes and projects will transition in 2021 and the Strategic Hub is working with directorates to identify their project pipeline. Internal Audit providing up to date assessment of current performance The Investment Director is establishing a commercial approach to funding opportunities.	3	5	15 ↔	The enhanced Assurance Framework meets the requirements of the National Local Growth Assurance Framework which applies to all Mayoral Combined Authorities (MCAs) through the National Local Growth Assurance Framework. This is a Single Assurance Framework, it applies to all bids, projects and programmes that place a financial liability onto the WMCA that are not classed as business as usual (BAU) revenue expenditure. It covers all capital proposals. A Single Assurance Framework provides consistency of proportionality, approach, standards, appraisal, assurance and decision-making across all funding pots which will provide clarity to Directorates, Partners, Sponsors and Government. To mitigate risk there are further elements of the SAF that need to be implemented and embedded. 1. The Portfolio Pipeline is key - this information provided by Directorates will be used to populate the CA Activity Register and this gives foresight of the route and approvals governance for projects. The CA Activity Register is held by the Strategic Hub but relies on input of projects, bids and activity by Directorates. 2. The Directorate Pipeline meetings need to be implemented in early 2021 when the Initiation stage of the assurance framework is rolled out. 3. The Strategic Hub are producing a detailed timetable that will support directorates to identify when they need to make business cases available for assurance activity to take place and when a R&I appraisal will be undertaken. 4. Continued support and guidance of the Strategic Hub will be available whilst directorates embed these new tools to support the assurance framework and reduce the impact of non-compliance. The phased implementation of the Assurance Framework will continue with regular reporting and updates being provided to ARAC and SLT. A Strategic Hub has been created with operations currently being established to provide a single framework for programme oversight and

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S07d	Investment & Commercial Activities Director	Programme Delivery & Devolution Commitments	Open 3/4 Previous Risk Score 12 ↔	<p>Delivery - West Midlands 5G</p> <p>5G is a complex, multi-stakeholder project which is part of the national TestBeds and Trials programme within DCMS. There is managed risk inbuilt within the programme as to the market response, the technical requirements of a hitherto largely untested (at scale) technology, and the extent to which we as a region can build the mix of supply and demand that will be needed to realise maximum economic and social value for the region.</p>	<p>WMCA and DCMS have developed and continue to enhance a robust assurance frameworks for the programme. Finances throughout the project are drawn down subject to robust business case criteria within both DCMS (via an over-arching grant agreement) and within WMCA (via investment programme mechanisms). The governance structure further reinforces this - via an arms length, wholly owned subsidiary company of WMCA, overseen by an independent Chair held ultimately to account by a joint-venture board - each with senior representation from WMCA, DCMS and other stakeholders.</p> <p>WM5G has not purchased any Huawei equipment or services to-date. We have used pre-installed Huawei equipment in the (national) cores of some network operators' networks for early stage trials last year and this may be the case again on a limited basis if there are no alternatives. Again this will be fully in-line with government guidance regarding the swap-out by 2027 and no citizen data will be put at risk.</p> <p>WM5G has received confirmation from its suppliers that none of its trials or activities will be impacted by the Huawei issues.</p>	3	4	12 ↔	<p>We will continue to monitor the programme according to market realities and the profile of funding available - and adapt accordingly within the governance framework created for this purpose</p> <p>WM5G is funded until March 2022. A plan is being put in place to address potential staff retention issues as it is important to retain focus on delivering results in the 2021/22 year.</p>
S05	Head of Governance	Operations Core Functions	OPEN 3/4 Previous Risk Score 12 ↔	<p>Governance Arrangements</p> <p>The risk that a lack of, or non-adherence to, formal governance arrangements will result in a risk of ineffective or unsuccessful delivery of WMCA objectives and possible legal challenge, impacting on the WMCA's ability to meet its obligations and future aspirations.</p> <p>As the WMCA is going through a period of growth with absorption of new and emerging priorities there is a risk that existing governance arrangements do not support the delivery of the organisation's objectives. With new devolved budgets, different government departments have specified different assurance requirements which are adding to pressures to develop bespoke governance arrangements.</p>	<p>Comprehensive governance arrangements are in place and contained in the WMCA constitution, approved by the Board.</p> <p>The Head of Governance and Monitoring officer has direct access to the Leadership Team and WMCA Board, and responsibility for oversight of all assurance activities, including Internal Audit.</p> <p>WMCA assurance framework in place and currently under review. Governance requirements for Adult Education Budget, Housing and 5G have, or are being established to ensure the adoption of streamlined approaches where required.</p> <p>Governance activities are managed centrally to ensure robust arrangements are in place and conform to all legal requirements.</p> <p>Statutory Officers Group has been established to moderate and review compliance of governance arrangements. Membership includes the CEO, Section 151 officer, and the Monitoring Officer.</p>	3	4	12 ↔	<p>Ongoing programme of risk based Internal audits undertaken to provide an independent review that governance arrangements and internal policies are adhered to and remain effective.</p> <p>Corporate Assurance Team and Governance continue to liaise with new functions to establish appropriate assurance and governance arrangements.</p> <p>A governance review including a full review of the Constitution is currently underway.</p>
S05				<p>Covid 19 effects and response to risk</p> <p>Government guidance on social distancing has resulted in formal meetings having been suspended.</p> <p>New Regulations have been introduced allowing Boards and Committees to meet remotely and for formal decision-making to be done through electronic meetings. We have introduced arrangements with appropriate safeguards and these have been successful. Such meetings are still held in a transparent way and are live streamed for public engagement.</p>	<p>We continue to review the operation of remote meetings to ensure they are working appropriately.</p>				<p>Since we are still experiencing periods of lockdown it is clearly not possible to re-start meetings with physical attendance due to restrictions on numbers and physical distancing. We will continue to monitor national guidance on this from Govt and the LGA and work with the Met Authorities to maintain a consistent approach where possible.</p>
S09	Senior Leadership Team	Operations Core Functions	OPEN 3/4 Previous Risk Score 12 ↔	<p>Capacity of Leadership Team</p> <p>The risk that the capacity of the Leadership team is not sufficient to enable business decisions to be made in a timely manner, for instance due to difficulties in recruitment or excessive workloads.</p> <p><i>Please refer to risk ref. S02 for information on Covid 19 effects and response.</i></p>	<p>Leadership team is fully established with key individuals who have an expertise in their specific field and have established relations with key stakeholders to support the continued delivery of the WMCA agenda.</p> <p>Continued oversight of all functions is maintained by the CEO with weekly individual and Leadership Team review meetings to enable early intervention.</p> <p>A Corporate Management Team of Heads of Service has been established to provide additional leadership capacity and support to the Strategic Leadership Team by providing regular oversight of organisational policy, development and performance.</p> <p>An integrated Performance Management Framework has been established to provide SLT with early trigger warnings affecting delivery. A programme of Business Transformation is underway to improve the efficiency and effectiveness of the CA.</p>	3	4	12 ↔	<p>Close working arrangements in place with member authorities in order for all parties to provide mutual support as required.</p>
S13	Director of Housing and Regeneration / Managing Director TWM	Operations Core Functions	OPEN 3/4 Previous Risk Score 12 ↔	<p>WMCA Resilience</p> <p>The risk that WMCA cannot respond in an effective and timely manner to events that disrupt operations and activities, which could lead to financial loss (or failure to realise expected benefits or funding) reputational damage, legal or regulatory breach.</p>	<p>A business continuity framework and programme exists and continues to be advanced to ensure that WMCA can respond to any business disruption in a timely manner.</p> <p>An incident management team and out of hours On Call arrangements are in place with alternative workspace identified at alternative WMCA locations.</p> <p>Independent review by Internal Audit provided 'substantial' rating for corporate business continuity arrangements.</p> <p>Raising business continuity awareness and embedding the programme within the business.</p> <p>Consistent messaging</p>	3	4	12 ↔	<p>Raising business continuity awareness and embedding the programme within the business.</p> <p>ICT to review disaster recovery plan to ensure consistency between ICT and operational requirements are met and to update following Covid-19 and in light of the new remote working policies and procedures.</p> <p>WMCA Assets Team are working on an updated Business Continuity Plan and ICT have asked to be part of the group for this to look at the IT DR plan in conjunction with business requirements</p> <p>Phase 2 of the Business Continuity Plan is the review and development of the 16 Summer Lane resilience plan (Oct.-Dec 2020).</p> <p>Phase 3 of the plan is the development of a wider corporate and organisational resilience plan (Jan-Mar 2021)</p>

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S08	Senior Leadership Team	Programme Delivery & Devolution Commitments	OPEN 3/4 Previous Risk Score 12 ↔	<p>Reputation</p> <p>The risk that the reputation of the WMCA will be compromised if the organisation does not present itself as, or deliver an effective and efficient organisation resulting in negative media coverage and an inability to deliver expectations.</p> <p>Where the WMCA has significant monetary investment and proposals run by partners, for example the Commonwealth Games, the operation of Arms Length Companies or high profile sporting or cultural events in the region; the WMCA needs to manage the additional indirect reputational risks that are posed by association with these projects/proposals.</p> <p>There is reputational risk involved in that there is a wider perception that the WMCA is accountable for more than it is, i.e. Delivery of the Commonwealth Games.</p>	<p>The Communications department is engaged in all business activity, providing regular liaison with the Mayor's office to ensure a pro-active and consistent messaging is delivered by all, at all times.</p> <p>Communications Director and all WMCA spokespersons provided with media training.</p> <p>Regional Communications Group established ensuring access to media facilities for all WMCA members and stakeholders.</p> <p>Progress of financial contributions monitored to enable coverage of all WMCA successes or early intervention of possible challenges.</p> <p>Close engagement with wider organisations with ongoing management and forward planning of all Communication activities.</p> <p>A 6 month delivery review has provided an update to the board - Deliverables have been reviewed and reassessed with consideration of Covid circumstances.</p>	3	4	12 ↔	Ensure that major Regional initiatives e.g. Commonwealth Games have clear and transparent governance arrangements in place. External political and economic uncertainties will contribute to residual risk.
S07e	Managing Director, TFWM	Programme Delivery & Devolution Commitments	OPEN 3/4 Previous Risk Score 12 ↔	<p>Delivery</p> <p>Commonwealth Games Regional and Spectator Transport Operations (TFWM)</p> <p>There is a risk that the cost of resources to strengthen the local and regional transport network, under the extraordinary one-off demands of the Commonwealth Games cannot be met entirely by the agreed Organising Committee (OC) operations budget. Additionally the current impacts on the BAU PT Network and it's recovery period as a result of COVID-19 (medium/long term) may not be sufficient to support proposed PT strengthening plans.</p>	<p>TFWM chairs the multi-agency Joint Transport Group (JTG) which includes relevant central Government departments (DCMS, DfT), Local Authorities and the OC. WMCA CEO and TFWM MD are members of the Chief Executive Officers Group (CEOG) for the Games. Budget for Transport Operations was agreed with HMG as part of its Major Project Review Group and TFWM continues to work in partnership with B2022 to develop and deliver a successful transport operation across the region for Spectators for Games time. An Integrated Transport Programme, cost plan and financial management processes have been developed that supports the formal funding agreement and progresses the delivery of operations that fall under TFWM's remit for Games. COVID-19 impacts have been assessed and QRAs are being validated to ensure relevant contingency can be drawn down if required.</p>	3	4	12 ↔	We are continuing to work in partnership with Government, the Organising Committee, Birmingham City Council, other authorities and operators to ensure a successful Games for the region. The impact of COVID-19 on this programme of work has been identified and is reflected in the increased risk scoring. We are assessing and mitigating these impacts/risks through the programme and cross-partner as part of the Games Governance. The recovery of the PT Network and it's resilience for games time operations is being considered alongside development of Games time service levels to enable mitigations planning as we progress towards the Games.
S07f	Director of Housing and Regeneration	Programme Delivery & Devolution Commitments	Open 3/4 Previous Risk Score 12 ↓	<p>Delivery - Housing</p> <p>The Combined Authority's Housing & Regeneration priorities and objectives are contingent on the deployment of funding secured through Devolution and subsequent agreements with HMG including both acquisitions by WMCA directly and joint ventures and investments. The impact of the Covid-19 pandemic on the property market may have consequences for programme delivery, progress towards HMG targets, and the financial risk profile of the CA's investments and acquisitions.</p> <p>The updating, where necessary, of local plans for constituent and non-constituent members is a core element of Government support for the Housing Deal agreed in 2018 and the Housing and Land Board are regularly updated on progress. With the impact of Covid-19 on local authority priorities and resourcing, there is a risk that progress with local plans could be hampered, which is a risk the Combined Authority does not control, with a consequence for securing continuing funding, support and confidence from Whitehall to achieve the Combined Authority's outcomes. In addition, there are potential consequences for developer investment, alongside maintaining relationships with local authorities, delivery of objectives and reputational and political damage.</p>	<p>WMCA is in ongoing dialogue with officials in MHCLG, Treasury and No 10 to maintain relationships and confirm progress towards the Housing Deal goals. This includes updates on Local Plan progress and delivery of housing and wider inclusive growth ambitions in the region. The Single Commissioning Framework approved by the WMCA to guide deployment of devolved housing and land funds and its associated gateway process is used by WMCA to ensure value for money, risk management, effective due diligence and ensuring WMCA is intervening where there is demonstrable market failure to secure additionality and wider inclusive growth objectives. Additional checks and balances have been included in the governance process during the pandemic period to ensure the appropriate risk analysis and assurances are in place. Securing additional funding via the Brownfield Housing Fund (£84m over 3years announced in July 2020) will provide further security of delivery.</p> <p>The Housing and Land Board consists of elected Members from all local authorities in the WMCA geography, alongside representation from LEPs, Homes England and the housing industry. Housing & Regeneration team members at all levels are in regular contact with colleagues at local authorities and all reports are considered by an officers steering group. This collective approach is in place to ensure all parties are fully engaged in the strategic approach of the WMCA.</p> <p>The WMCA, its local authority partners and business sector representatives are currently co-developing the Housing and Land Board Portfolio's Economic Recovery Strategy and Interventions Plan, as commissioned by the Housing and Land Delivery Board. These documents assess and analyse the challenges and opportunities brought about by Covid-19 and a series of interventions, including asks of HMG to mitigate risk and maximise public value.</p> <p>Regular dialogue with civil servants to establish WM progress, provide assurance of delivery and secure further opportunities for funding programmes</p>	2	4	8 ↓	<p>Co-development of Housing and Land Board Portfolio's Economic Recovery Strategy & Interventions, including asks of HMG, with local authority partners, private sector leaders and industry groups.</p> <p>Regular dialogue with civil servants to establish WM progress, provide assurance of delivery and secure further opportunities for funding programmes</p> <p>Development of stakeholder engagement tools and engagement plan for Whitehall</p> <p>Close working relationships with Members and Officers at local authorities</p> <p>Meetings of officer Steering Group to include workshops and task and finish sessions.</p> <p>Communications plan for Housing & Regeneration to ensure consistent messaging and that LAs and other partners are included and engaged in relevant work.</p> <p>Housing & Regeneration business plan to set out consistent approach to targets, measures and reporting</p>
S10	Managing Director, TFWM & Director of ITS	Operations Core Functions	OPEN 2/4 Previous Risk Score 8 ↔	<p>Health & Safety</p> <p>There is a risk that Health & Safety procedures to ensure safe working conditions for staff, visitors and users of all WMCA facilities are absent or inadequate. Failure to provide a safe environment for all users will result in potential legal challenges and reputational damage due to unsafe, or unreliable infrastructure particularly on the transport network.</p> <p>The WMCA is now accountable for the delivery of Metro Operations & a number of project construction sites with the growing number of infrastructure projects in delivery.</p>	<p>Health & safety duties are delivered to ISO18001 standard with ongoing compliance externally assessed 6 monthly.</p> <p>Quarterly inspections of all assets undertaken to ensure H&S compliance is maintained including review of accident reports.</p> <p>Monthly H&S position statement provided to satisfy Boards of the Organisation's Corporate responsibilities.</p> <p>Health & safety obligations are considered in the development of all projects and programmes.</p> <p>Strategic and operational Safety, Health, and Environment (SHE) committees established providing operational and Director engagement.</p>	2	4	8 ↔	<p>Ongoing engagement with all WMCA departments to ensure adherence of H&S policies by all.</p> <p>Immediate engagement with emergency services and /or HSE to provide pro-active management of H&S incidents. Further plans will need to be developed to ensure all H&S requirements are developed for the continuing growth of the WMCA portfolio.</p> <p>Covid 19 response: : Covid-19 Risk Assessments have been produced for all operational environments, with particular attention paid to Transport Operations as the network re-mobilises. Operational Guidelines have been produced for Transport Operations setting out new operational norms. A DSE Self-Assessment tool is available to assist staff with Remote Working including the supply of ergonomic equipment if required. Latest HM Government guidance has been reviewed and feedback provided on its application within the organisation. Guidance has been produced setting out the management framework and procedure for "Covid-19 Secure" safe workplaces. H&S impacts to de-mobilisation and re-mobilisation of projects due to Covid-19 continue to be considered, working closely with stakeholders to ensure ongoing compliance with Covid-19 requirements. Ongoing work with Strategic Assets in relation to the recovery of 16 Summer Lane including production of Covid-19 Secure Risk Assessment.</p>
S20	Investment & Commercial Activities Director Senior Leadership Team	Programme Delivery & Devolution Commitments Political	Open 2/4 Previous Risk Score 8 ↔	<p>Investment Programme Delivery - Reputational Impact</p> <p>There is a risk where Projects /Programmes are wholly or partially funded by WMCA Investment Programme but delivered by Delivery Partners/ Delivery Bodies that the Delivery Partners/ Delivery Bodies may fail to deliver the agreed scope of the Project/Programme, due to circumstances beyond their control. Potentially leading to risk the of both Reputational damage to the WMCA and damage to Political relations.</p>	<p>Monitoring Arrangements in place with Delivery Partners to ensure timely monitoring and reporting.</p> <p>WMCA assurance framework in place and currently under review.</p> <p>Progress of financial contributions monitored to enable coverage of all WMCA successes or early intervention of possible challenges.</p>	2	4	8 ↔	Improved standards of project initiation, development, delivery and monitoring/oversight through the Single Assurance Framework (SAF) which is being rolled out through a phased implementation plan.

WMCA Strategic Risk Register - January 2021

Risk ID	Risk Owner	Category	Status & Previously reported score	Risk Description	Controls and measures already in place	Likeli-hood	Impact	Current Score & Trajectory	Further actions required to mitigate risk
507c	Director of Productivity and Skills	Programme Delivery & Devolution Commitments	OPEN 2/3 Previous Risk Score 6 	Delivery - Adult Education Budget Devolution of AEB represents a significant opportunity to demonstrate the impact of local control of skills funding on communities, through the ability to align c.£130m p.a. of skills funding to better meet the needs of residents and businesses in line with the priorities as set out within the Regional Skills Plan. There is a risk that this opportunity will not be taken if not managed appropriately.	Priorities for AEB agreed as set out within the Regional Skills Plan with further local tailoring agreed with local authorities. There has now been a year of delivery, although disrupted by Covid, this has shown that the CA is able to manage the procurement, contracting and performance management approaches required to deliver. Where gaps in provision against priorities have been identified revised agreements with grant funded and contracted providers are taking place to identify how they can be addressed – through flexibilities and a tighter focus on certain priorities. Approximately £100m will continue to be Grant funded to local authorities and local colleges and delivery agreements are in place to demonstrate how funding will be used to meet regional and local priorities. The remainder of provision has been secured through competitive tenders and awarded to a range of private and voluntary organisations. The Productivity and Skills team have reviewed service levels and requirements with corporate service teams to ensure that the appropriate resource is scheduled to support the business needs.	2	3	6 	We will continue to ensure that Finance, Governance and Assurance processes support the commitment to ensure that AEB delivers regional priorities. Review of capacity is to be undertaken on a termly basis to ensure that sufficient resources are in place to successfully manage AEB.
Covid 19 effects and response There is a risk that AEB delivery targets will not be achievable due to the necessary closure of training providers and also the reluctance of some adults to attend college thereby limiting the ability of the fund to support recovery.				Provision has been reconfigured in a number of cases to provide a response to the current situation enabling providers to deliver a different set of provision. Close monitoring is taking place as we see how the new arrangements, social distancing and peoples views will affect participation.	Continued engagement with training providers to support their response and to recovery.				