

Risk ID	Risk Owner	Risk Category	Inherent risk score			Risk Description			Residual / Current Risk Score					Target Risk Score	Review Date	Risk Response	Further actions required to mitigate risk	Target Resolution Date	Trend	Previous Review Score	Next Review Date	Additional Risk Impacts	
			Likelihood/Probability	Impact	Score	Risk Title	Risk Cause	Risk Description of Uncertain Event	Risk Impact Effect	Controls and measures already in place	Most Significant Risk Impact	Likelihood/Probability	Impact										Current Score
SR-0001 Previously 501	Director of Finance	Financial	5	5	25	Financial Assumptions for Investment Programme	Due to the challenge in securing income streams caused by political and economic uncertainty	<p>There is a potential risk, given the uncertainty of funding that WMCA may not be able to realise the supplementary (or alternative, equivalent) income streams envisaged in the 2016 Devolution deal, leading to the possibility that 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>Leading to failure to deliver the Investment Programme as originally intended resulting in potential negative impacts including: reputational damage, impact on political relationships, service, programme delivery, Client Customer Partner Opportunities for growth compromised, Withdrawal of Constituent member, Government claw back of funds if project end dates do not align with funding deadlines, Reputational Damage, Negative media interest</p> <p>Long term / continued existence of the organisation</p> <p>Inability to set legal budget</p> <p>Stakeholder relationships compromised / withdrawn</p> <p>Reduced ability to borrow</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 modelers 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 lend value capture.</p> <p>Identify opportunities to fund Investment Programme schemes through other means (i.e. Levelling Up Fund).</p>	Reputational	5	5	25	20	Sep/Oct 2021	Reduce/Treat	Continuation of working with Government and constituent authorities regarding the assumptions relating to business rates. <p>Alternative funding and financing streams are being explored with HMT.</p> <p>Future (post current Mayor's Term) precept options to be explored.</p>	01/12/2024	↔	25	Nov/Dec 2021	Political Stakeholder Delivery Operations
SR-0001B Previously 501	Director of Finance	Financial	5	5	25	Covid 19 effects and response to risk - Financial Assumptions for Investment Programme	Due to the additional uncertainties caused by Covid 19	<p>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>In considering the draft budget report, WMCA Board (January 2020) noted the risks likely to occur in the 2021/22 financial year.</p>	<p>Leading to failure to deliver the Investment Programme as originally intended resulting in potential reputational, service, programme delivery, strategic, Delivery, Stakeholder impacts.</p>	<p>WMCA 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>	Reputational			0	See SR-0001	Sep/Oct 2021	Reduce/Treat	We continue to lobby Govt for funding and to explore other opportunities e.g. the Levelling Up Fund announced in November's Spending Review.	01/12/2024	↔		Nov/Dec 2021	Political Stakeholder Delivery Operations
SR-0002 Previously 511	Director of Strategy / Senior Leadership Team	Economic	5	5	25	External Factors	Due to external uncertainties such as changes in policy from global EU or government exacerbated by challenges created by Covid 19 and Brexit	<p>There is a risk that external challenges or changes in policy from global, EU or government / political or financial change may not be adequately 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 continuing risks of Brexit are sidelined or overlooked and insufficient planning is undertaken. 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 due to the significant levels of uncertainty in the external environment due to Covid and following Brexit.</p>	<p>Potentially leading to failure to achieve delivery ambitions</p> <p>Operational impacts</p> <p>short, medium or long term impacts on the economy.</p> <p>Potentially resulting reputational damage.</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. Economic Recovery activity is overseen and directed by both the SED Board and the Steering Group, with regular reporting to CA Board and in Feb 21 the WMCA Board endorsed a strategic challenge to shape the region's response and recovery planning. This is being simplified with the Economic Growth Board.</p> <p>Established fortnightly 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>	Economic	5	5	25	TBC	Sep/Oct 2021	Reduce/Treat	Where vulnerabilities are exposed, undertake specific work with partners to explore solutions (e.g. supported Cabinet Office project about impact of introduction of border import controls / the Chambers/LEPs led work about issues to trade disruption). <p>Maintain measures already in place.</p>	Ongoing	↔	25	Nov/Dec 2021	Operational Financial
SR-0002B Previously 511	Director of Strategy / Senior Leadership Team	Economic	5	5	25	Covid 19 effects and response to risk - Commerciality	Due to external uncertainties caused by Covid 19	<p>There is significant potential 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>Potentially resulting in the attention of Government and partners being on addressing urgent Covid needs and not the core focus of economic growth and sustainable transport which are the core roles of the Combined Authority.</p> <p>Structural economic change may change the nature, cause and solutions to regional social and economic challenges, meaning that our solutions and programmes need to be reviewed.</p>	<p>Regular meetings are being held with SLT members to monitor the situation and Directors are fully engaged in regional and national discussions on the continuing response to Covid 19. The government's domestic policy development is now beginning to scale up in anticipation of a Spending Review and Levelling Up White Paper in the Autumn.</p>	Economic			0	TBC	Sep/Oct 2021	Reduce/Treat	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, supporting HM Treasury's wider "Plan for Growth"	Ongoing	↔		Nov/Dec 2021	Operations Financial
SR-0003 Previously 503	Senior Information Risk owner (MIS, TRIMM) / Head of Governance	Operations	5	5	25	Data Protection & Protective Security	There is a potential that data protection requirements and/or appropriate protective security of WMCA assets, information/systems, premises and people, may not be adequately maintained.	<p>1. Cyber Crime which includes social engineering (phishing, vishing and smishing), malware attacks, direct 'hacking', theft of data, and/or denial of service of IT systems and services, is an increasing threat and public sector bodies are regular targets.</p> <p>2. Human error or the failure of an individual/team to follow data protection legislative requirements, resulting in the loss of data and/or access to data by unauthorised persons.</p> <p>3. Outsourced services - A data breach event occurring at a partner organisation with whom we have contracted to process data on our behalf.</p>	<p>Potential impact can include:</p> <p>Harm, damage, loss or misuse of corporate assets resulting in the inability to deliver ICT services to the current requirements, and therefore maintain WMCA operations.</p> <p>A data loss event that results in unauthorised access to data being processed by WMCA.</p> <p>Harm, damage and loss to individuals whose personal data WMCA are responsible for handling.</p> <p>Regulatory and/or legal action against WMCA.</p> <p>Financial and reputational damage.</p>	<p>The WMCA has an Information Assurance (IA) Framework in place supported by a suite of Protective Security and Data Protection policies. The IA Framework, ratified at Senior Leadership level, sets out the organisation's commitment and response to the mitigation of identified threats and risks to its protective security.</p> <p>In accordance with the IA framework, the WMCA is committed to counter threats and appropriately protect its business and people. 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 relevant National Technical Authorities (National Cyber Security Centre and the Centre for the Protection of National Infrastructure) 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 Protective Security and Data Protection 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>	Financial	4	4	16	9 to 12	Sep/Oct 2021	Reduce/Treat	Organisational acceptance of a baseline measure on physical and Environmental, Policy and Procedural, and Personnel security. <p>Organisational implementation of a baseline measure.</p> <p>Review of the alignment of the ICT strategy and operations with data protection requirements.</p> <p>Review of continuity requirements in the event of risk materialising.</p> <p>Regular scenario and resilience-based exercises in place to support response preparedness.</p> <p>We continue to monitor the process of obtaining the Declaration of Adequacy at EU/UK level to enable data transfers to take place post Brexit.</p>	Ongoing	↔	16	Nov/Dec 2021	Reputation/ Operations/ Customer/Colleagues/Staff Regulatory/ Legal/Governance
SR-0004 Previously 504	CEO / Senior Leadership Team	Political	5	4	20	Stakeholder & Political Relations	Changing national politics have the potential to significantly impact the devolution agenda, funding and powers of WMCA	<p>There is a risk that as WMCA continues to expand and absorb new remits and accountabilitys that WMCA's stakeholder &amp; 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>Political relations and expectations will need to be managed.</p>	<p>Potentially leading to Delivery Gaps</p> <p>Budget pressures</p> <p>Financial Operational Governance</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 &amp; 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> <p>Arrangements that support engagement between Mayor and Portfolio Lead Members are being refreshed to create more time for policy development discussion.</p>	Financial	4	4	16	TBC	Sep/Oct 2021	Reduce/Treat	Regular communication exists and is maintained at various levels. <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> <p>A review of engagement and involvement in decision-making and policy development.</p>	01/08/2022	↔	16	Nov/Dec 2021	Operational Governance Budget/Funding Political
SR-0005 Previously 502	Interim Head of HR / Senior Leadership Team	Operations	5	4	20	Capacity and Capability	Due to the possibility of challenges in staffing structures and resourcing and skill gaps.	<p>There is a risk that the capacity and skills amongst managers and officers may not be sufficient or fully aligned to meet the continuing focus for delivery of new and challenging initiatives within WMCA, particularly there are current known capacity issues in the Procurement due to resourcing gaps.</p> <p>Increased demands and pressures on staff could also impact upon wellbeing and attendance / absence levels</p>	<p>Resulting in difficulties in the WMCA's ability to achieve delivery of the organisations priority activities including a comprehensive organisation wide transformation programme, within the constraints of the funding pressures set for the organisation. Potentially leading to failure to deliver organisational objectives in line with required deadlines and plans.</p> <p>Organisational inability to respond to changing priorities and new initiatives.</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> <p>Through the OD work we have done on Business Transformation we have reviewed structures and key resources and capabilities we need and have made significant improvements and recommendations for all enabling services team</p> <p>We have recruited a senior and experienced Recruitment partner and will be also recruiting an Act Recruitment Partner shortly</p> <p>An approach to talent and succession is being progressed including a skills audit to support a more planful approach and a permanent head of procurement has now been recruited and is in place, with recruitment for the wider team underway.</p>	Operations	4	4	16	12	Sep/Oct 2021	Reduce/Treat	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 its ability to deliver in a continuing changing environment. <p>Recruiting an Assistant Recruitment Partner shortly, who will support the Senior Recruitment Partner. Reviewing approaches to Talent Acquisition to ensure that the right skills can be recruited and retained.</p> <p>An approach to talent and succession is being progressed including a skills audit to support a more planful approach.</p> <p>In addition internal promotion and succession/resource requirements is on the CMT agenda for discussion during May 2021. Talent management to be reviewed with SLT during September 2021 following CMT input.</p> <p>Development and insight in Productivity &amp; Skills and underway in Public Service Reform and Comms is also underway.</p> <p>Recruitment is planned to enable robust workforce planning and management.</p>	Apr-22	↔	16	Nov/Dec 2021	Delivery Staff
SR-0005B Previously 502	Interim Head of HR / Senior Leadership Team	Operations	5	4	20	Covid 19 effects and response to risk - Capacity and Capability	Due to ongoing Covid 19 Pandemic there is an increased level of challenge uncertainty surrounding the WMCA's ability to maintain adequate Capacity and Capability.	<p>Covid 19 effects and response to risk</p> <p>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, coupled with the possibility of further lockdowns is likely to exacerbate this risk. Normal control measures could also be strained during this time due to unusual working conditions.</p>	<p>Leading to normal control measures potentially being 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 its 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 &amp; Safety Strategic Committee (HSSC), Corporate Management Team (CMT) &amp; 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, FAQs and video links with the Chief Executive and the Mayor.</p> <p>Recruitment and onboarding on new staff is successfully managed remotely. We have a plan in place which is on target for permanent hybrid working and full access to Summer Lane from October with teams beginning to return from 13th September.</p>	Operations			0	See SR-0005	Sep/Oct 2021	Reduce/Treat	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 Survey conducted in November/December 2020 ascertained that staff were generally coping well, although 27% expressed Covid Fatigue. The roll of our new Wellbeing Strategy has been welcomed by staff, and there has been no variance in either sickness absence rates to in the uptake of our EAP provider Care First, again suggesting that on the whole staff are coping well. The internal audit reported a Substantial level of Assurance in how we have responded to the Covid outbreak.	See SR-0005	↔		Nov/Dec 2021	Delivery Staff
SR-0005C Previously 515	Director of Strategy / Senior Leadership Team	Economic	5	5	25	Overall Delivery of Devolution Objectives	As a result of political and economic uncertainty and changing political priorities of central government.	<p>There is a potential 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 focused in full and potentially new future activity may be affected by funding pressures, political uncertainty and changing priorities of central government.</p>	<p>Potentially leading to the failure of WMCA to deliver Devolution in whole or in part resulting in the possibility of detrimental impact to the local economy and reputational damage.</p>	<p>We continue to maintain close relationships with central government at both political and civil service levels to enable us to both inform and respond to the emerging policy response to the "levelling up" agenda.</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>Organisational objectives are monitored and managed by Officers, thematic boards and also WMCA Board.</p> <p>WMCA has active Overview &amp; Scrutiny and Audit committees, monitoring progress and delivery of Devolution.</p> <p>The Annual Plan and Corporate Strategy is produced based on shared regional priorities and in consideration of any additional powers and resources needed where necessary.</p>	Strategic	4	4	16	TBC	Sep/Oct 2021	Reduce/Treat	High residual external risks given current political and economic uncertainty and current government positioning on the devolution agenda.	Ongoing	↔	16	Nov/Dec 2021	Economic Political Delivery

SRR-0008-Previously 515	Director of Strategy / Senior Leadership Team	Economic	5	5	25	Covid 19 effects and response to risk - Overall Delivery of Devolution Objectives	Covid 19 may exacerbate political and economic uncertainties further.	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 potentially result in significant challenges to the deliverability of the devolution programme within expected timescales.	Leading to the possibility of failing to deliver the devolution programme as expected within the agreed timescales leading to detrimental impact on the national economy, programme delivery and 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 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.	Strategic	0	TBC	Sep/Oct 2021	Reduce/Treat	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.	Ongoing	↔	Nov/Dec 2021	Economic Political Delivery Staff			
SRR-0007-Previously 519	Managing Director, TWMM / Senior Leadership Team	Economic	4	4	16	Longer term economic impact of Covid-19 on bus service provision.	Due to the impact of Covid-19 on bus patronage and revenue and the potential impact this will have on the commercial viability of bus services in the West Midlands. Due to Covid-19 and reduced patronage levels, uncertainty over longer term government funding support beyond 2020/21.	The budget for the provision of subsidised bus services within the current policy framework (access standards) is forecast to be under significant pressure for 21/22 FY. 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.	It is forecast that patronage will recover to around 85 to 90% of previous, which would create a £60m funding shortfall to retain the current network. This would likely lead to pressure on TWMM 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 to that we can better work with operators through the West Midlands 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.	Economic	4	4	16	9	Sep/Oct 2021	Reduce/Treat	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.	30/04/2021	↔	16	Nov/Dec 2021	Financial
SRR-0008-Previously 506	Director of Finance	Financial	4	5	20	Commercially	Due challenging economic conditions and potential changing customer behaviour.	There is a potential 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.	Resulting in the potential of reputational impact, delivery risk and financial risk.	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.	Financial	3	5	15	10	Sep/Oct 2021	Reduce/Treat	Adopting commercial models will allow the WMCA to become less dependent on government as it can diversify funding income.	01/08/2021	↔	15	Nov/Dec 2021	Reputational Delivery Benefits/Realisation & Perform. Management
SRR-0008-Previously 506	Director of Finance	Financial	4	5	20	Covid 19 effects and response to risk - Commercially	Challenging economic conditions and changing Customer behaviour is potentially exacerbated by Covid 19	Covid 19 effects and risk response There is a risk the current economic situation will have a greater impact on the commercial arrangements currently in place or being established.	Resulting in the potential of reputational impact, delivery risk and financial risk.	The statutory officers of WMCA are involved in the review of all commercial decisions and contracts/legal agreements to ensure that Covid risks/viability and costs have been assessed and where possible, controlled at the present time.	Financial	see SRR-0008	Sep/Oct 2021	Reduce/Treat	We continue to lobby government to support commercial operations impacted by the pandemic.	01/08/2021	↔	Nov/Dec 2021	Reputational Delivery Benefits/Realisation & Perform. Management				
SRR-0009-Previously 512	Investment & Commercial Activities Director	Programme Delivery	5	5	25	Project / Programme Appraisal & Assurance - Ensuring Compliance to National Devolution Commitments	Due to: • Higher than originally anticipated volumes of business cases and change requests due to the Pandemic • The introduction of enhanced control requirements increasing resource requirements • Uncertainties with capacity in the short term in the team following Business Transformation	Business Transformation has resulted in changes in support structures for SAF implementation. In the short term this may have an impact on the capacity to implement and embed the SAF across all WMCA project portfolios. This risk may be exacerbated by new funding streams in response to the Covid pandemic.	Resulting in the potential of investment decisions being made regarding projects and programme without adequate appraisal having taken place before hand. This could possibly 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. This will also have the possible impact of non compliance with Government requirements. This may also impact on the ability of the WMCA to secure future funding.	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 and has now expanded to include a number of portfolios. • Reintegration of SAF Implementation group with revised membership. • A revised and enhanced tool kit has been developed to support implementation of the SAF. • Assurance and Appraisal processes have been implemented in line with SAF requirements. • Additional guidance is available for guidance on the WMCA's intranet pages. • Activity volumes are being carefully monitored. *7 additional posts have been approved and Recruitment and Selection is underway to fill these posts, to date 6 of the 7 posts have been filled. The Investment Director is establishing a commercial approach to funding opportunities. In addition an integrated Risk, Assurance and Internal Audit network has been established to share information and intelligence.	Financial	2	5	10	10	Sep/Oct 2021	Reduce/Treat	To mitigate risk there are further elements of the SAF that need to be implemented and embedded. 1. The SAF implementation has now been approved as a project and will be supported by a dedicated full time resource to manage the implementation, this resource is in the onboarding phase. The remit of the role will include defining an implementation plan for the SAF. 2. Implementing enhanced Assurance and Appraisal reporting to SLT (October 2021) and ARAC (November 2021). 3. Onboarding and induction of new team members. 4. Statutory Officer engagement and robust Statutory Officer approval process to be implemented. 5. Following the review of internal governance arrangements, embedding of future governance arrangements will commence.	31/12/2021	▼	20	Nov/Dec 2021	Regulatory Reputation
SRR-0010-Previously 505	Head of Governance	Operations	4	5	20	Governance Arrangements	Failure to adopt or challenges in adopting and embedding adequate formal governance arrangements	May lead to the risk of failure to effective decision making arrangements. Ineffective or unsuccessful delivery of WMCA objectives and possible legal challenge, impacting on the WMCA's ability to meet its obligations and future aspirations. 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.	Leading to potential of: inadequate governance Negative Financial Impact Legal/Regulatory impact Delivery failures	Comprehensive governance arrangements are in place and contained in the WMCA constitution, approved by the Board. A governance review is currently being undertaken to ensure current governance arrangements are satisfactory. The Director of Law & Governance and Monitoring Officer is a member of the Strategic Leadership Team and attends all meetings of the WMCA Board, and responsibility for oversight of all assurance activities, including Internal Audit. A WMCA single assurance framework has been agreed. Governance requirements for Adult Education Budget, Housing and SG have been established to ensure the adoption of streamlined approaches where required. Governance activities are managed centrally to ensure robust arrangements are in place and conform to all legal requirements. Statutory Officers Group meets to moderate and review compliance of governance arrangements. Membership includes the CEO, section 151 officer (Director of Finance) and the Monitoring Officer (Director of Law & Governance).	Governance	3	4	12	TBC	Sep/Oct 2021	Reduce/Treat	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. Corporate Assurance Team and Governance continue to liaise with new functions to establish appropriate assurance and governance arrangements. A Review of Governance has commenced, with initial findings to be reported in November 2021.	Ongoing	↔	12	Nov/Dec 2021	Financial Operations Delivery Legal /Regulatory
SRR-0010-Previously 505	Head of Governance	Operations	4	5	20	Covid 19 effects and response to risk - Governance Arrangements	Covid 19 may exacerbate potential challenges with governance arrangements further	Whilst Government guidance on social distancing has been relaxed/subsided, WMCA continue to adopt a socially distanced hybrid approach to meetings. Allowing only essential Committee/Board members for formal decision-making (for quorum) to be present within the physical meeting room. With other attendees attending the meeting remotely. Such meetings are still held in a transparent way and are live streamed for public engagement. There remains the potential that travel into the region may be restricted if Covid rates within the region increase substantially.	Leading to potential of: inadequate governance Negative Financial Impact Legal/Regulatory impact Delivery failures	WMCA are currently adopting a hybrid approach to meetings. Allowing only essential Committee/Board members for formal decision-making (for quorum) to be present within the physical meeting room. With other attendees attending the meeting remotely to ensure a safe meeting environment prevails. Hybrid meetings are being managed on a case by case basis to ensure that they continue to be socially distanced yet quorate. We continue to review the operation of hybrid meetings to ensure they are working appropriately. With this consideration in place the plan is to continue to accommodate Board meetings at Summer Lane up to a maximum of 16 if social distancing remains in place) or off site where Board meetings have a higher membership.	Governance	TBC	Sep/Oct 2021	Reduce/Treat	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. The Regulations on remote meetings expired on 7th May. Although the High Court challenge of professional bodies representing local government legal and professional officers seeking to continue with remote meetings was unsuccessful, it is likely that the government will review the position of the legislation in the next year. Until such time as the legislation is revised meeting attendance will continue to be managed on a case by case basis with the support of the Assets Team.	Ongoing	↔	Nov/Dec 2021	Financial Operations Delivery Legal /Regulatory				
SRR-0011-Previously 509	Director of Productivity and Skills/ Interim Head of HR	Operations	4	4	16	Capacity of Leadership Team	Due to potentially challenges in recruitment coupled with excessive workloads which may be exacerbated by the on going Pandemic	There is a potential risk that the capacity of the Leadership team may not be sufficient to enable business decisions to be made in a timely manner. This risk may be exacerbated by the departure of two of the three Statutory Officers for the CA if those vacant positions are not filled in a timely manner. Please refer to risk ref SRR-0005 for information on Covid 19 effects and response.	Resulting in difficulties in the WMCA's ability to achieve delivery of the organisations priority activities. Leading to potential delays in delivery.	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. Continued oversight of all functions is maintained by the CEO with weekly individual and Leadership Team review meetings to enable early intervention. 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. 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. An interim Director of Law and Governance took up post during the 1st week of May 2021 and has completed a full handover with the existing Director - Law and Governance. An interim CEO has been appointed and took up post on 14th June 2021, a recruitment plan in place with anticipated permanent posts appointed for November '21. Interim arrangements are also now in place to cover her role as MD For Transport for West Midlands following an appointment in July. Interim arrangements for both of the above roles will remain in place until the permanent candidates take up their role, this provides a level of continuity, additionally in the case of Director of Law and Governance there has been a commitment to support a handover period.	Operations	3	4	12	6	Sep/Oct 2021	Reduce/Treat	Close working arrangements in place with member authorities in order for all parties to provide mutual support as required. Following appointment of an Interim Director of Law and Governance who took up post during the first week of May, plans are now underway for recruitment of a permanent replacement for the role later in the year. There is an ongoing review of governance also to enable decision making and cross authority process works to best efficiency. There is an increased focus on resourcing in the following areas: HR, Commercial & Investment and Strategy. Workforce and succession plan will be in place for end of September and will focus on specialist skills and recruitment plans, this risk can now be managed.	Feb-22	↔	12	Nov/Dec 2021	Delivery Staff
SRR-0012-Previously 513	Director of Housing and Regeneration / Managing Director TWMM	Operations	4	4	16	WMCA Resilience	There is a possibility that irregular events and circumstances affecting WMCA services, buildings and facilities may disrupt operations and activities. Unexpected events or operating conditions.	Meaning that WMCA may not be able to respond in an effective and timely manner to events that have the potential to disrupt operations and activities, causing service outages. This potentially that WMCA cannot respond in an effective and timely manner to events that disrupt transport network operations and activities.	Which may lead to the potential of negative impacts on operational delivery and communication throughout the organisation. Impact on service delivery which may lead to financial loss (or failure to realise expected benefits or funding) reputational damage, service outages, legal or regulatory breach	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. Hybrid working arrangements and increased resilience from communications methods put in place as a result of remote working have provided mitigation of some of these effects. An incident management team and out of hours On Call arrangements are in place with alternative workspace identified at alternative WMCA locations. Independent review by Internal Audit provided 'substantial' rating for corporate business continuity arrangements. Raising business continuity awareness and embedding the programme within the business. Consistent messaging and comms throughout organisation. Establishment of multi agency partnerships with monthly progress updates and review of risk exposure. Major event emergency planning and associated governance structure to review on an ongoing basis.	Operations	3	3	9	6	Sep/Oct 2021	Reduce/Treat	Raising business continuity awareness and embedding the programme within the business, a 'task and finish' group has been established which is being led by the FM team to review and refresh our business continuity key documents. A new 'all staff updates' messaging service has been established in teams and a new business continuity teams site is being established with ICT. All incidents are now reported to CMT as part of the 'organisational health' dashboard and share with 'Security Steering Group'. FM are now working closely with Network Resilience to share best practice on TWMM plans. 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. WMCA FM Team are working on an updated Business Continuity Plan and ICT are now working with FM as part of the 'task and finish' group for this to look at the IT DR plan in conjunction with business requirements Phase 2 of the Business Continuity Strategy is the review and refresh of the 16 Summer Lane emergency plan (over Q3 2021) Phase 3 of the plan is the development of a wider corporate and organisational resilience plan (Q4 2021)	Ongoing Q4 2021/22	↔	9	Nov/Dec 2021	Service Delivery Reputational Damage Legal/Reg Breach

SR8-R013 Previously 508	Head of Communications / Senior Leadership Team	Programme Delivery	4	5	20	Reputation	<p>Failure to adopt effective and efficient processes including clear and effective communications strategy</p> <p>Where the WMCA has significant monetary investment and proposals run by partners, for example the Commonwealth Games, or parts of the transport network, 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>External political and economic uncertainties may potentially contribute to residual risk.</p>	<p>Leading to the potential of negative media coverage and poor stakeholder perception. Resulting in the possibility of reputational damage to the WMCA.</p> <p>Delivery gaps</p>	<p>An organisational communications strategy is due to be approved by SLT and will be regularly reviewed. The communications strategy outlines principles, objectives, channels and delivery etc of robust communications. The communications department is engaged in all business activity (including key groups such as CWS &amp; Directorate groups), providing regular liaison with the Mayor's office to ensure pro-active and consistent messaging is delivered by all, at all times.</p> <p>Head of Communications and all WMCA spokespersons provided with media training.</p> <p>Regional Communications Group established ensuring the sharing of best practice and to facilitate strong relationships with key partners.</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>24/7 Media Office is available.</p>	Reputational	4	2	8	8	Sep/Oct 2021	Reduce/Treat	<p>Communications strategy is reviewed regularly to ensure it is consistent with the organisation's corporate objectives.</p> <p>Ensure that major regional initiatives e.g. Commonwealth Games have clear and transparent governance arrangements in place.</p> <p>SLT are taking on responsibility for ensuring positive relationships with key partners.</p> <p>Building better relationships with journalists and a continuous programme of staff training to ensure they are delivering best practice.</p>	N/A	↔	8	Nov/Dec 2021	Political Stakeholder
SR8-R014 Previously 507E	Managing Director, TWIM	Programme Delivery	4	4	16	Delivery Commonwealth Games Regional and Spectator Transport Operations (TWIM)	<p>Failure of the WMCA to secure adequate financial resources.</p>	<p>The BAU Public Transport Network and it's recovery period as a result of COVID-19 (medium/long term) may not be sufficient to support proposed Public Transport strengthening plans. Potentially resulting in delivery challenges and reputational damage to the CA.</p>	<p>TWIM chairs the multi-agency joint Transport Group (JTG) which includes relevant central Government departments (DfM, DfT), Local Authorities and the CA. WMCA CEO and TWIM MD are members of the Chief Executive Officers Group (CEO) for the Games. Budget for Transport Operations was agreed with HMG as part of its Major Project Review Group and TWIM continues to work in partnership with B2022 to develop and deliver a successful transport operation across the region for Spectator 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 TWIM'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>	Reputational	3	4	12	8	Sep/Oct 2021	Reduce/Treat	<p>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 reviewed and is reflected in the 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 ensure mitigations planning as we progress towards delivery in 2022.</p>	30/06/2021	↔	12	Nov/Dec 2021	Delivery /Programme
SR8-R015 Previously 514	Director of Inclusive Growth and Public Service Reform/ CEO	Programme Delivery	5	5	25	Delivering the 2041 Carbon Budget reduction	<p>Due to a variety of challenging and uncertain structural and operational factors - including the pace of transition within key industries and sectors, and the scale of government investment and legislation.</p>	<p>There are profound implications for the region as part of a headline global risk of severe warning which evidence suggests will be costly in human and economic terms. The potential impacts are:</p> <ul style="list-style-type: none"> <li>contributing to climate change with potential for extreme weather events;</li> <li>contributing to effect adversely the health of the population by increasing symptoms of respiratory (e.g. asthma) and cardiovascular disease (e.g. lung cancer, strokes, heart disease) in some cases leading to death. Air pollution can also impact on NHS resources e.g. increase hospital admissions.</li> <li>contributing to lower productivity in the region due to work absence for health reasons</li> <li>exacerbating health inequalities as certain groups in society are more susceptible to high levels of air pollution e.g. elderly, children, those with disabilities, lower income groups who tend to live in urban areas near roads</li> <li>Potential disruption to supply chains.</li> </ul> <p>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).</p> <p>This is a collective regional commitment (relevant across the three LEP areas) is underpinned by a number of pre-conditions and determinants that are outside of WMCA's direct control.</p>	<p>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.</p> <p>A climate change strategy has been developed and priorities identified through a paper presented to the CA Board in June 2020 (WM2041: a programme for implementing an environmental recovery). Actions from this paper are now being taken forward and a Five Year Plan was presented to the CA Board and agreed in March, outlining the actions that will be required from 2021-2026 to stay on course for net zero by 2041. As part of the approval of the Five Year Plan, budget was provided to create 5 new roles for the Environment Team and five new roles for Energy Capital; this will significantly enhance our ability to deliver against the programme's targets.</p> <p>Supporting progress with sustainability partners in aligning the five-year budget cycles required under the UK Climate Change Act.</p> <p>TWIM 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. The Environment Team is also working with other parts of the CA (including Housing and Land and Productivity and Skills) to ensure that net zero is embedded across the CA's work.</p>	Economic	2	5	10	10	Sep/Oct 2021	Reduce/Treat	<p>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. This was presented to the CA Board in March (and approved), along with the actions that need to be taken to start delivery of the plan. Next steps are to implement this plan.</p> <p>We continue to press the Government for additional funding for the work on energy and environment in connection with any review of public spending.</p> <p>Additional resourcing of both the work and the team will be important for delivery as we go forward, although there should be recognition of the additional 10 roles that have been recruited to that will enable an accelerated delivery of the work in the Five Year Plan than would otherwise be the case. The Five Year Plan has identified an initial figure of £4.7bn of investment required to 2026. This is not all financing that will be required by the public sector.</p>	2026	↔	10	Nov/Dec 2021	Environment at People
SR8-R016 Previously 507D	Investment & Commercial Activities Director	Programme Delivery	4	4	16	Delivery - West Midlands SG	<p>Due to uncertainties around the continued funding for WMGSG and its complexities as a multi-stakeholder project which is part of the national TestBeds and Trials programme within DCMS.</p>	<p>Potential resulting in the delivery failures and the need to wind down WMGSG if alternate funding is not secured impacting on Staff, Skill levels within the CA. Operational impacts beyond the SG Team caused by the skill gaps created if there are staff losses.</p> <p>With a low potential of reputational impact. There is a significant potential Financial Loss for two reasons: 1. If no further funding is received to continue the work of WMGSG, then the start up costs have not been spread over many years. 2. Any future digital initiative that could have utilised the WMGSG skill and knowledge base would need to incur new start up costs.</p>	<p>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. As funding is in arrears and all targets met to date, the risk of any failure to deliver is falling. WMGSG has a staff retention plan in place to mitigate chances and impact of staff leaving before March 2022. Some small amount of funding has been identified to provide a short, scaled back service from WMGSG after March 2022 and more funding is being sought.</p>	Delivery	2	4	8	6	Sep/Oct 2021	Reduce/Treat	<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>WMGSG 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 2022/22 year.</p> <p>Partial funding has been identified and we continue to explore funding sources to retain functionality post March 2022</p>	30/10/2021	↔	8	Nov/Dec 2021	Operations Reputation
SR8-R017 Previously 507F	Director of Housing and Regeneration	Programme Delivery	4	4	16	Delivery Milestones - Housing and Regeneration	<p>Funding secured from HMG for housing and land delivery programmes is subject to robust monitoring and governance. Failure to comply with HMG and WMCA governance</p>	<p>This could potentially cause or result in funding gaps, delivery gaps, reputational damage. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from H&amp;R programmes such as affordable housing, zero carbon housing, jobs and skills development.</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. This 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.</p> <p>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 and other requirements of recent funding awards such as Brownfield Housing Fund and the National Brownfield Fund recently secured. 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 robust reporting to HMG. It ensures WMCA is intervening where there is demonstrable market failure to secure additional and wider inclusive growth objectives. Additional checks and balances have been included in the governance process during the pandemic period and following recent internal audits and testing by external consultants to ensure the appropriate risk analysis and assurances are in place. Securing additional funding via the Brownfield Housing Fund (£8bn over 5 years announced in July 2020) and National Brownfield Fund (£24m) provides further security of delivery.</p> <p>The WMCA, its local authority partners and business sector representatives are currently co-developing a number of business cases to HMG to secure further funding and support, as commissioned by the Housing and Land Delivery Board. This builds on the approved Covid-19 recovery plan which assessed and analysed 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> <p>Development of stakeholder engagement tools and engagement plan for Whitehall</p> <p>Close working relationships with Members and Officers at local authorities especially on priority projects and sites</p> <p>Communications plan for Housing &amp; Regeneration to ensure consistent messaging and that LAs and other partners are included and engaged in relevant work.</p> <p>Recent measures adopted include:</p> <ul style="list-style-type: none"> <li>Introduction of Site Pack for L&amp;A Developer awareness, promotion and consistent messaging.</li> <li>Updated SCF Brochure for new development partner awareness/marketing.</li> <li>Single document of priority housing and regeneration projects for each council</li> <li>Roll out of Delivery &amp; Spend programmes for continued monitoring across all successful applications</li> <li>Roll out of individual Risk Registers on all projects, providing early engagement and efficient mitigation measures with all relevant stakeholder from conception to completion.</li> <li>Increased team capacity and experience, including additional external specialist support, to deliver timely, effective and continued monitoring of the SCF process and delivery of successful applications.</li> <li>Improved due diligence processes and procedures during the SCF application process</li> <li>New business process reported in real time</li> <li>Funding Schedule monitoring group</li> </ul>	Delivery	1	4	4	4	Sep/Oct 2021	Reduce/Treat	<p>Continued dialogue with civil servants to establish WM progress, provide assurance of delivery and secure further opportunities for funding programmes</p> <p>Development of a regional investment prospectus with local authorities, West Midlands Growth Company and LEPs to maximise private sector investment into key projects and programmes</p> <p>Development of stakeholder engagement tools and engagement plan for Whitehall and private sector investors and developers</p> <p>Continue 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 &amp; Regeneration to be further developed to ensure consistent messaging and that LAs and other partners are included and engaged in relevant work.</p>	Ongoing	↔	4	Nov/Dec 2021	Benefits Realisation Environment at Programme Delivery Stakeholder Skills Reputational
SR8-R018 Previously 510	Managing Director, TWIM & Director of ITS	Operations	2	4	8	Health & Safety	<p>Failure of the WMCA to adopt and embed adequate Health &amp; Safety arrangements</p>	<p>Health &amp; safety duties are delivered to ISO45001 standard with ongoing compliance externally assessed 6 monthly.</p> <p>Audit &amp; inspection of all assets undertaken against set schedule to ensure H&amp;S compliance is maintained.</p> <p>Failure to provide a safe environment for users will result in potential legal challenges and reputational damage due to unsafe, or unreliable infrastructure particularly on the transport network.</p> <p>Monthly H&amp;S position statement provided to satisfy Boards of the Organisation's Corporate responsibilities, including review and analysis of accident, incident and near miss reports.</p> <p>Health &amp; 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>	<p>Health &amp; Safety</p>	2	3	6	4	Sep/Oct 2021	Reduce/Treat	<p>Immediate engagement with emergency services and/or HSE to provide pro-active management of H&amp;S incidents.</p> <p>Expansion of scope of ISO45001 accreditation to incorporate all WMCA activities.</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 operational norms. Further enhancements to DSE processes introduced 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&amp;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 16 Summer Lane Working Group in relation to the recovery of 16 Summer Lane including production of Covid-19 Secure Risk Assessment.</p>	Ongoing	↔	8	Nov/Dec 2021	Reputational legal People Staff	
SR8-R019 Previously 520	Investment & Commercial Activities Director / Senior Leadership Team	Programme Delivery	4	5	20	Investment Programme Delivery - Reputational Impact	<p>Due to uncertainties created by the use of Delivery Partners/Delivery Bodies to deliver Projects/Programmes wholly or partially funded by WMCA Investment Programme. This risk may also be exacerbated if robust monitoring is not in place.</p>	<p>Resulting in the potential of delays to the delivery of programmes of work, failure to deliver the elements of WMCA's devolution commitments. Potentially leading to Reputational damage to the WMCA as well as damage to Political relations /Programme Delivery.</p>	<p>Monitoring Arrangements in place with Delivery Partners to ensure timely monitoring and reporting.</p> <p>WMCA assurance framework is in place and resources being bolstered.</p> <p>Progress of financial contributions monitored to enable coverage of all WMCA successes or early intervention of possible challenges. Recruitment of a dedicated Investment Programme Monitoring and evaluation team is underway with completion planned in Autumn 2021.</p> <p>Funding agreements now in place with most Delivery Partners.</p> <p>A Senior Portfolio Manager has joined the CA during September and will enhance the ability of the CA to monitor the delivery by Delivery Partners/ Delivery Bodies.</p>	Programme Delivery	2	5	10	6	Sep/Oct 2021	Reduce/Treat	<p>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.</p> <p>A new Monitoring Officer is due to join the CA by December 2021 and this will further enhance/support the ability of the CA to monitor the delivery by Delivery Partners/ Delivery Bodies.</p>	31/12/2021	↔	10	Nov/Dec 2021	Reputation
SR8-R020 Previously 507C	Director of Productivity and Skills	Programme Delivery	3	4	12	Reputation risk - Adult Education Budget	<p>There is a risk of reputational damage if there is not enough evidence to show that the WMCA AEB funding has been used effectively to support residents into meaningful jobs.</p>	<p>Devolution of AEB represents a significant opportunity to demonstrate the impact of local control of skills funding on communities and jobs, through the ability to align £130m p.a. of skills funding to better meet the needs of residents and businesses.</p> <p>There is a risk that providers may at times not be able to respond to changing demands to deliver what is needed, meaning that residents will not have the offer they need.</p> <p>There is a risk that poor tracking and data collection will limit our ability to demonstrate the impact of funding being reconsidered altogether or control of funding/delivery transferred.</p> <p>Although very unlikely to ever occur, failure to deliver adequate impact &amp; results could lead to devolution of funding being reconsidered altogether or control of funding/delivery transferred.</p>	<p>Delivery could be impacted if providers are either unable to respond to the changing skills landscape or unwilling to implement training aligned to our priorities.</p> <p>Possible reputational damage amongst government departments and officials, and local providers, if there is a failure to have adequate impact through delivery across the region. This could ultimately impact future devolved funding into the region.</p> <p>Failure to discharge our legal obligations to ensure statutory entitlement provision is available to WM residents.</p> <p>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.</p> <p>AEB Audit draft report shows three amber recommendations for respectively the Finance, Legal and Strategic Risk corporate services. On two of these recommendations, action points are already in progress to be implemented. Additional green recommendations on the AEB operational risk approach and Payment Sign-off meetings.</p>	Delivery	2	2	4	4	Sep/Oct 2021	Reduce/Treat	<p>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. Recommendations from the AEB audit will be implemented and reviewed on a monthly basis within the AEB Operational Risk Register.</p>	Ongoing	▼	6	Nov/Dec 2021	Regulatory/legal Governance Funding Reputational Financial

SRR-R0208 Previously S07C	Director of Productivity and Skills	Programme Delivery	3	4	12	<b>Covid 19 effects and response to risk</b> - Reputational risk - Adult Education Budget	Covid 19 may exacerbate delivery challenges of the AEB	There is a limited risk that AEB delivery targets will not be achievable due to the necessary closure of training providers following a possible next lockdown and also the reluctance of some adults to attend college thereby limiting the ability of the fund to support recovery. However most providers have been able to shift to other models of delivery during the various lockdowns, meaning that even though further lockdowns appear unlikely, providers have learned lessons and will be able to continue service delivery. There may be further implications for AEB delivery through providers with any new measures implemented such as compulsory vaccinations for students which may impact their ability to access services funded through the AEB.	Possible Reputational damage if there is any further impact from Covid on providers and their ability to deliver, either face to face or virtual learning, leading to a potential failure to deliver provision requirements and have the impact across the region we aspire to aligned to our objectives. There may be an impact on residents and their ability to access AEB funded courses if there are conditions attached such as compulsory vaccination with a knock on in terms of delivery through AEB funded providers.	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. Support for providers – flexibilities in delivery and continued grant payments to colleges and LAAs Ensuring current learners continue to be engaged and supported to learn Planning for a summer term offer that will enable people to start learning when lock down eases. Delivery plans for September 2021 onwards are being agreed now to give certainty of funding levels allowing providers to plan.	<b>Delivery</b>			0	see SRR-R0208	Sep/Oct 2021	Reduce/Treat	Continued engagement with training providers to support their response and to recovery. Implementation of planning for a summer term offer and support of a strong offer throughout the year for 21/22 including flexible delivery models and multiple enrolment options.	Ongoing			Nov/Dec 2021	Regulatory/legislation/Governance Funding Reputational Financial
SRR-R021	Director of Finance	Financial	4	5	20	<b>Financial resilience of WMCA to absorb fiscal shocks</b>	Reduced levels of reserves / resources which are available to deal with fiscal shocks.	The revenue budget in recent years has been supported by reserves and other one off resources. The nature of this funding limits the degree to which WMCA is able to quickly direct funding towards specific priorities (or changing priorities) and also reduces the extent to which WMCA has the financial capacity to effectively deal with fiscal shocks, examples being the recent pandemic and related / unrelated escalations in revenue and capital initiatives.	Potential to force the requirement to divert funding from other regional priorities.	In the case of the pandemic, WMCA have effectively lobbied Government for additional funding for key priorities. Those opportunities to fund excess cost are now being withdrawn by Government. Other options to absorb fiscal shocks may involve the reprioritisation of activity, including the use of earmarked reserves to support the organisation, which will impact on the delivery of regional priorities.	<b>Financial</b>	4	5	20	10	Sep/Oct 2021	Reduce/Treat	Continuing to lobby Government on a long term financial settlement	31/12/2022	New	New	Nov/Dec 2021	Reputational Delivery