

Status	Threat / Opportunity	Risk ID	Risk Owner 1	Risk Owner 2	Risk Category	Inherent Likelihood	Inherent Impact	Residual Score	Title	Cause	Description of Unmitigated Event	Effect	Controls / Measures in place	Most Significant Risk Effect	Residual Likelihood	Residual Impact	Residual Score	Target Score	Review Date	Risk Response	Further actions required	Target Residual (by Date)	Trend	Previous Review Score	Issue Ref	Issue Due Date	Next Review Date	Addressed Risk Impacts	Escalation	Comments
Open	Threat	SR8-RO01	Director of Finance		Financial	5	5	21	Financial Assumptions for Covid 19 impacts and response to risk	There is a potential risk that Government projections of income streams covered by public alternative, regulatory income streams envisaged in the 2020 Decision plan, leading to the possibility that the programme may be delivered as originally intended. There is a secondary risk around the "interest rate risk" and the ability to access the current market. There is a risk that the current market is highly volatile and the current economic assumptions will be used in considering the draft budget report. WMCA Board (January 2020) noted the risks likely to occur in the 2021/22 financial year.	There is a potential risk, given the uncertainty of funding that WMCA may not be able to realise the expected results. There is a risk that the current market is highly volatile and the current economic assumptions will be used in considering the draft budget report. WMCA Board (January 2020) noted the risks likely to occur in the 2021/22 financial year.	WMCA Board have capped the investment within affordable limit which also includes a hedge against future interest rate rises as agreed with the WMCA CEO. Use of professional financial advisers and external financial management experts to continually review the internal external factors on the investment programme. Close working with Government to understand the ongoing financial position and help to address internal external factors. Identify opportunities to work with Central Government on future grants to loans and/or maximum 30 party contribution and limit value capture. Identify opportunities to fund investment Programme schemes through other means (i.e. Leveraging Life Fund). Close work with WMCA Board to ensure the programme is aligned with WMCA's strategic objectives and to ensure the programme is aligned with WMCA's strategic objectives and to ensure the programme is aligned with WMCA's strategic objectives.	Reputational	5	5	21	20	30/06/2022	Reduce / Treat	Continuation of working with Government and consultant to continue to monitor the investment programme. Review of funding and financing terms are being explored with WMCA. Review of current Market Terms (present options) to be explored. Review of the current market to explore and explore other opportunities e.g. the Leveraging Life Fund announced in November's Spending Review.	01/12/2024	Stable	25	N/A	N/A	May/Apr 2022	Political Decision/Operational	N/A Not Escalated		
Open	Threat	SR8-RO02	Director of Strategic Planning		Economic	5	5	21	External Factors	There is a risk that external challenges or changes in public finance global, EU or government / political or financial change may not be adequately factored into WMCA plans, which could make delivery ambitious more difficult to achieve. The challenge of COVID19 has brought significant change to most areas of the WMCA operations over a considerable timeframe. Future projections over the course of the pandemic and its effects are hard to make. There is a danger that continuing risks of Covid are not fully considered and that the impact of the pandemic and its effects are not fully considered. The challenge of COVID19 has brought significant change to most areas of the WMCA operations over a considerable timeframe. Future projections over the course of the pandemic and its effects are hard to make. There is a danger that continuing risks of Covid are not fully considered and that the impact of the pandemic and its effects are not fully considered.	There is a risk that external challenges or changes in public finance global, EU or government / political or financial change may not be adequately factored into WMCA plans, which could make delivery ambitious more difficult to achieve. The challenge of COVID19 has brought significant change to most areas of the WMCA operations over a considerable timeframe. Future projections over the course of the pandemic and its effects are hard to make. There is a danger that continuing risks of Covid are not fully considered and that the impact of the pandemic and its effects are not fully considered. The challenge of COVID19 has brought significant change to most areas of the WMCA operations over a considerable timeframe. Future projections over the course of the pandemic and its effects are hard to make. There is a danger that continuing risks of Covid are not fully considered and that the impact of the pandemic and its effects are not fully considered.	There is a risk that external challenges or changes in public finance global, EU or government / political or financial change may not be adequately factored into WMCA plans, which could make delivery ambitious more difficult to achieve. The challenge of COVID19 has brought significant change to most areas of the WMCA operations over a considerable timeframe. Future projections over the course of the pandemic and its effects are hard to make. There is a danger that continuing risks of Covid are not fully considered and that the impact of the pandemic and its effects are not fully considered. The challenge of COVID19 has brought significant change to most areas of the WMCA operations over a considerable timeframe. Future projections over the course of the pandemic and its effects are hard to make. There is a danger that continuing risks of Covid are not fully considered and that the impact of the pandemic and its effects are not fully considered.	Economic	5	5	21	TBC	30/06/2022	Reduce / Treat	Monitor measures already in place. Where vulnerabilities are exposed, undertake specific work with partners to explore solutions. A supported Cabinet Office project about impact of introduction of border report controls (the Chamberlain) and work about how to trade (projections). 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 the Treasury's wider "Plan for Growth".	01/12/2024	Stable	25	N/A	N/A	May/Apr 2022	Operational	N/A Not Escalated		
Open	Threat	SR8-RO03	Senior Information Risk Officer (SIRI, ITRMA)		Information Security	5	5	21	Data Protection & Privacy	There is a risk that data protection requirements are not fully understood and implemented. This could lead to a breach of data protection requirements, which could result in a fine and/or damage to the reputation of WMCA. There is a risk that data protection requirements are not fully understood and implemented. This could lead to a breach of data protection requirements, which could result in a fine and/or damage to the reputation of WMCA.	There is a risk that data protection requirements are not fully understood and implemented. This could lead to a breach of data protection requirements, which could result in a fine and/or damage to the reputation of WMCA. There is a risk that data protection requirements are not fully understood and implemented. This could lead to a breach of data protection requirements, which could result in a fine and/or damage to the reputation of WMCA.	There is a risk that data protection requirements are not fully understood and implemented. This could lead to a breach of data protection requirements, which could result in a fine and/or damage to the reputation of WMCA. There is a risk that data protection requirements are not fully understood and implemented. This could lead to a breach of data protection requirements, which could result in a fine and/or damage to the reputation of WMCA.	Information Security	4	4	10	10 to 12	30/06/2022	Reduce / Treat	Organisational acceptance of a baseline measure on physical and digital security. Policy and Personal, and Personal. Organisational implementation of a baseline measure. Organisational implementation of a baseline measure. Organisational implementation of a baseline measure.	01/12/2024	Stable	16	N/A	N/A	May/Apr 2022	Regulatory/Operational	N/A Not Escalated		
Open	Threat	SR8-RO04	CEO		Political	5	4	20	Stakeholder & Political Relations	There is a risk that WMCA continues to expand and absorb new assets and responsibilities that WMCA's established and political relations become more pressured. Positive stakeholder and political relations are needed to ensure the success of the organisation. The potential deviation of new assets and budgets from government in the Combined Authority under the Government's "levelling up" programme, and continued uncertainty as to when and how this will be achieved, will increase pressure on financial, operational, governance and delivery functions. There may be challenges in maintaining the relationship across the region which helped to deliver the WMCA.	There is a risk that WMCA continues to expand and absorb new assets and responsibilities that WMCA's established and political relations become more pressured. Positive stakeholder and political relations are needed to ensure the success of the organisation. The potential deviation of new assets and budgets from government in the Combined Authority under the Government's "levelling up" programme, and continued uncertainty as to when and how this will be achieved, will increase pressure on financial, operational, governance and delivery functions. There may be challenges in maintaining the relationship across the region which helped to deliver the WMCA.	There is a risk that WMCA continues to expand and absorb new assets and responsibilities that WMCA's established and political relations become more pressured. Positive stakeholder and political relations are needed to ensure the success of the organisation. The potential deviation of new assets and budgets from government in the Combined Authority under the Government's "levelling up" programme, and continued uncertainty as to when and how this will be achieved, will increase pressure on financial, operational, governance and delivery functions. There may be challenges in maintaining the relationship across the region which helped to deliver the WMCA.	Political	4	4	16	TBC	30/06/2022	Reduce / Treat	Regular communication visits and is maintained at various levels. Wide representation at Governance Boards are to be maintained. New opportunities being identified by Leadership Team to maintain and improve relations. Regular process for newly elected political members of the Combined Authority. External political uncertainties are likely to contribute to potential risks identified by WMCA. A review of engagement and involvement in decision-making and policy development.	01/12/2024	Stable	16	N/A	N/A	May/Apr 2022	Operational Governance/Political	N/A Not Escalated		
Open	Threat	SR8-RO05	Interim Head of HR		Operations	5	4	20	Capacity and Capability & Covid 19 effects and response to risk	Due to the possibility of changing staffing structures and increasing staff turnover, there is a risk that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps. The organisation are currently working to ensure that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps. The organisation are currently working to ensure that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps.	Due to the possibility of changing staffing structures and increasing staff turnover, there is a risk that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps. The organisation are currently working to ensure that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps. The organisation are currently working to ensure that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps.	Due to the possibility of changing staffing structures and increasing staff turnover, there is a risk that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps. The organisation are currently working to ensure that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps. The organisation are currently working to ensure that the current level of staff is not sufficient to meet the continuing business needs of WMCA, particularly those current business needs in the Procurement due to resourcing gaps.	Operations	4	4	16	12	30/06/2022	Reduce / Treat	Development and delivery of the organisation wide Transformation Programme Plan. Refurbish has been established to support the review of systems, processes, structure and culture, and will prepare the organisation in its ability to deliver a continuing, changing environment. Recruitment and Assessment Review Partner. Reviewing approaches to Talent Acquisition to ensure that the right skills can be recruited and retained. Recruitment and Assessment Review Partner. Reviewing approaches to Talent Acquisition to ensure that the right skills can be recruited and retained. Recruitment and Assessment Review Partner. Reviewing approaches to Talent Acquisition to ensure that the right skills can be recruited and retained.	Apr-22	Stable	16	N/A	N/A	May/Apr 2022	Delivery Staff	N/A Not Escalated		
Open	Threat	SR8-RO06	Director of Strategic Planning		Economic	3	5	10	Overall Delivery of Devolution	As a result of political uncertainty and changing political priorities of central government, there is a risk that Government projections of income streams envisaged in the 2020 Decision plan, leading to the possibility that the programme may be delivered as originally intended. There is a secondary risk around the "interest rate risk" and the ability to access the current market. There is a risk that the current market is highly volatile and the current economic assumptions will be used in considering the draft budget report. WMCA Board (January 2020) noted the risks likely to occur in the 2021/22 financial year.	As a result of political uncertainty and changing political priorities of central government, there is a risk that Government projections of income streams envisaged in the 2020 Decision plan, leading to the possibility that the programme may be delivered as originally intended. There is a secondary risk around the "interest rate risk" and the ability to access the current market. There is a risk that the current market is highly volatile and the current economic assumptions will be used in considering the draft budget report. WMCA Board (January 2020) noted the risks likely to occur in the 2021/22 financial year.	As a result of political uncertainty and changing political priorities of central government, there is a risk that Government projections of income streams envisaged in the 2020 Decision plan, leading to the possibility that the programme may be delivered as originally intended. There is a secondary risk around the "interest rate risk" and the ability to access the current market. There is a risk that the current market is highly volatile and the current economic assumptions will be used in considering the draft budget report. WMCA Board (January 2020) noted the risks likely to occur in the 2021/22 financial year.	Economic	1	4	4	4	30/06/2022	Reduce / Treat	Low prioritised residual external risk given current government positioning on the devolution agenda.	01/12/2024	Stable	15	N/A	N/A	May/Apr 2022	Economic Delivery	N/A Not Escalated		
Open	Threat	SR8-RO07	Exec Director / ITRMA		Economic	4	4	16	Longer term government funding support beyond 2020/21	Due to the impact of Covid 19 on the current policy (Finance Decision) it is forecast to be a significant pressure for 21/22. Government operations are currently being supported through the Covid 19 but we have support from the DT. This is time limited and will end in 2021/22. This is time limited and will end in 2021/22. This is time limited and will end in 2021/22.	Due to the impact of Covid 19 on the current policy (Finance Decision) it is forecast to be a significant pressure for 21/22. Government operations are currently being supported through the Covid 19 but we have support from the DT. This is time limited and will end in 2021/22. This is time limited and will end in 2021/22. This is time limited and will end in 2021/22.	Due to the impact of Covid 19 on the current policy (Finance Decision) it is forecast to be a significant pressure for 21/22. Government operations are currently being supported through the Covid 19 but we have support from the DT. This is time limited and will end in 2021/22. This is time limited and will end in 2021/22. This is time limited and will end in 2021/22.	Economic	4	4	16	9	30/06/2022	Reduce / Treat	We will continue to work closely with the Government, and WMCA and WMCA to ensure that any commercial changes are not detrimental to the business and to ensure we make efficient use of all available funding. The level of risk to regional bus services will need additional funding to ensure the level of services is maintained. We will continue to engage with the Government and the DT and lobby for effective funding for bus services during the recovery period to avoid significant impacts to commercial and devolved bus services in the region. In November Government indicated their support for devolving funding for 21/22 but will not yet agree the amount and the terms under which it will be provided.	01/12/2024	Stable	16	N/A	N/A	May/Apr 2022	Financial	N/A Not Escalated		
Open	Threat	SR8-RO08	Director of Finance		Financial	4	5	20	Commercial & Covid 19 effects and response to risk	Our challenging economic conditions and potential changing customer behaviour, and/or reduced income from commercial services, could result in a risk that WMCA's current financial position is not sustainable. This could lead to a risk that WMCA's current financial position is not sustainable. This could lead to a risk that WMCA's current financial position is not sustainable.	Our challenging economic conditions and potential changing customer behaviour, and/or reduced income from commercial services, could result in a risk that WMCA's current financial position is not sustainable. This could lead to a risk that WMCA's current financial position is not sustainable. This could lead to a risk that WMCA's current financial position is not sustainable.	Our challenging economic conditions and potential changing customer behaviour, and/or reduced income from commercial services, could result in a risk that WMCA's current financial position is not sustainable. This could lead to a risk that WMCA's current financial position is not sustainable. This could lead to a risk that WMCA's current financial position is not sustainable.	Financial	5	5	15	10	30/06/2022	Reduce / Treat	Adopting commercial models will allow the WMCA to become less dependent on government as it diversifies funding income. We continue to lobby government to support commercial operations impacted by the pandemic. We continue to lobby government to support commercial operations impacted by the pandemic.	01/12/2024	Stable	15	N/A	N/A	May/Apr 2022	Regulatory/Operational	N/A Not Escalated		

Open	Threat	SBR 0026	Investment & Commercial Activities Director	Programme Delivery	4	4	14	<p>Due to uncertainties around the potential funding for WMSC and its completion as a multi-stakeholder project which is part of the national T&I and Train programme within DGCF.</p> <p>There is managed potential risk (low) within the programme as in the market requires, the national requirements of a vehicle largely orientated (at least) technology, and the extent to which we as a region can build the mix of supply demanded that will be needed to realise maximum economic and social value for the region.</p> <p>Additionally, a WMSC has currently no assured guaranteed funding to place beyond March 2022, there is a possibility that continued delivery can not be guaranteed beyond March 2022 if alternative funding is not secured.</p>	<p>Potential resulting in the delivery failure and the need to scale down WMSC if alternative funding is not secured impacting on Staff. Staff levels within the CA - Operations impacts beyond the ST Trust caused by the A&I gaps created if there are staff issues with a low potential of reputational impact.</p> <p>There is a significant potential financial loss for new revenues, if no further funding is received to continue the work of WMSC, then the start up costs have not been spread over many years. 2. Any future digital initiatives that could have utilised the WMSC A&I and knowledge base would need to run from new revenue sources.</p>	<p>Parsons throughout the project are drawn down subject to robust business case criteria within both DGCFs (see over arching grant agreement) and within WMSC's investment programme mechanism). The programme structure further reinforces this - via an arm 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, DGCF and other stakeholders. As funding is in arrears and all targets met to date, the risk of any failure to deliver is falling. WMSC Ltd have a staff retention plan in place to mitigate changes and impact of staff leaving before March 2022. Some initial amount of funding has been identified to provide a short, scaled back service from WMSC after March 2022 and more funding is being sought.</p>	Delivery	2	4	8	6	Jan/Feb 2022	Reduce / Treat	<p>20/02/2022</p>	6	6	N/A	N/A	May/Apr 2022	Operations	N/A	Not Escalated
Closed	Threat	SBR 0027	Director of Housing and Regeneration	Programme Delivery	4	4	14	<p>Funding secured from HMFG for housing and land delivery programme is subject to robust monitoring and governance. Failure to comply with HMFG and WMCA governance may lead to the possibility of funding being withdrawn and reducing the likelihood of secure further funds in future. The Combined Authority Housing & Regeneration priorities and objectives are contingent on the development of funding for employ with HMFG and WMCA. The ongoing nature of the Covid-19 pandemic on the property market may have consequences for programme delivery, progress towards HMFG targets, and the financial risk profile of the CA investments and acquisitions. The ongoing, when necessary, of staff for recruitment and non-consultant members is a core element of Government support for the Housing Deal agreed in 2020 and the Housing and Land Delivery programme. The CA will continue to work with the Combined Authority, along with a consortium for securing continuing funding, support and confidence from both the Combined Authority's 'customers'. In addition, there are practical consequences for developer behaviour, alongside maintaining relationships with local authorities, delivery of objectives and reputational and political damage.</p>	<p>This could potentially 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 HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p> <p>WMCA is in ongoing dialogue with officials in HMFG, Treasury and the ST to maintain relationships and confirm progress towards the Housing Deal goals and other requirements of recent funding events such as Brownfield Housing Fund and the National Brownfield Fund recently secured. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p> <p>WMCA is in ongoing dialogue with officials in HMFG, Treasury and the ST to maintain relationships and confirm progress towards the Housing Deal goals and other requirements of recent funding events such as Brownfield Housing Fund and the National Brownfield Fund recently secured. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p> <p>WMCA is in ongoing dialogue with officials in HMFG, Treasury and the ST to maintain relationships and confirm progress towards the Housing Deal goals and other requirements of recent funding events such as Brownfield Housing Fund and the National Brownfield Fund recently secured. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p>	<p>WMCA is in ongoing dialogue with officials in HMFG, Treasury and the ST to maintain relationships and confirm progress towards the Housing Deal goals and other requirements of recent funding events such as Brownfield Housing Fund and the National Brownfield Fund recently secured. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p> <p>WMCA is in ongoing dialogue with officials in HMFG, Treasury and the ST to maintain relationships and confirm progress towards the Housing Deal goals and other requirements of recent funding events such as Brownfield Housing Fund and the National Brownfield Fund recently secured. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p> <p>WMCA is in ongoing dialogue with officials in HMFG, Treasury and the ST to maintain relationships and confirm progress towards the Housing Deal goals and other requirements of recent funding events such as Brownfield Housing Fund and the National Brownfield Fund recently secured. This could lead to an inability to secure further funding, inability to deliver key projects, impact on wider benefits delivered or planned from HMFG programmes such as affordable housing, or further housing, jobs and skills development.</p>	Delivery	1	4	4	4	Jan/Feb 2022	Reduce / Treat	<p>08/02/2022</p>	4	4	N/A	N/A	May/Apr 2022	Operations	N/A	Not Escalated
Open	Threat	SBR 0028	Managing Director, TRM	Operations	2	4	8	<p>Failure of the health & safety procedures to ensure robust adherence Health & Safety arrangements.</p> <p>May lead to the risk that Health & Safety procedures to ensure robust adherence Health & Safety arrangements. The ongoing, when necessary, of staff for recruitment and non-consultant members is a core element of Government support for the Housing Deal agreed in 2020 and the Housing and Land Delivery programme. The CA will continue to work with the Combined Authority, along with a consortium for securing continuing funding, support and confidence from both the Combined Authority's 'customers'. In addition, there are practical consequences for developer behaviour, alongside maintaining relationships with local authorities, delivery of objectives and reputational and political damage.</p>	<p>Failure to provide a safe environment for our members could possibly be unsafe or inadequate. The WMCA is now accountable for the delivery of Metro Operations. A number of project construction sites with the growing number of infrastructure projects is delivery.</p> <p>Health & safety data are delivered to ISO20001 standard with ongoing compliance externally assessed 6 monthly. Audit & inspection of all external contractors used to ensure H&S compliance is maintained. Monthly H&S position statement provided to safety Bodies of the Organisation's Corporate representatives, including review and analysis of accident, incident and near miss reports.</p>	<p>Health & safety data are delivered to ISO20001 standard with ongoing compliance externally assessed 6 monthly. Audit & inspection of all external contractors used to ensure H&S compliance is maintained. Monthly H&S position statement provided to safety Bodies of the Organisation's Corporate representatives, including review and analysis of accident, incident and near miss reports.</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 is delivery.</p> <p>Health & safety data are delivered to ISO20001 standard with ongoing compliance externally assessed 6 monthly. Audit & inspection of all external contractors used to ensure H&S compliance is maintained. Monthly H&S position statement provided to safety Bodies of the Organisation's Corporate representatives, including review and analysis of accident, incident and near miss reports.</p>	Health & Safety	2	3	8	4	Jan/Feb 2022	Reduce / Treat	<p>08/02/2022</p>	6	6	N/A	N/A	May/Apr 2022	Operations	N/A	Not Escalated
Open	Threat	SBR 0029	Investment & Commercial Activities Director	Programme Delivery	4	5	20	<p>Due to uncertainties created by the use of Delivery Partner/ 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 operations commitments. Potentially leading to reputational damage to WMCA as well as damage to National Infrastructure Programme Delivery.</p>	<p>Monitoring/Arrangements in place with Delivery Partners to ensure timely monitoring and reporting. WMCA assurance framework is in place and resources being brought. Progress of financial contributions reviewed to enable coverage of all WMCA outcomes or early intervention of possible challenges. Recruitment of a dedicated Investment Programme Monitoring and evaluation team underway with the Senior Portfolio Manager now started and additional Officer starts by December.</p>	Programme Delivery	2	5	10	6	Jan/Feb 2022	Reduce / Treat	<p>11/12/2022</p>	6	6	N/A	N/A	May/Apr 2022	Operations	N/A	Not Escalated
Closed	Threat	SBR 0030	Director of Productivity and Skills	Programme Delivery	3	4	12	<p>There is a risk of reputational damage if there is not enough evidence to show that the WMCA A&I funding has been used effectively to support residents into meaningful jobs.</p>	<p>Development of A&I represents a significant opportunity to demonstrate the impact of local centres of skills training on communities and jobs, through the ability to align £230m of A&I skills funding to better meet the needs of residents and businesses.</p> <p>There is a risk that providers may be unable to deliver the number of places that are needed, meaning that residents will not have the other they need. There is a risk of any further Covid measures impacting on providers ability to effectively deliver training and/or supporting learners into positive progression outcomes.</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.</p> <p>The Productivity and Skills teams have reviewed service needs and requirements with local providers to ensure the appropriate resource is scheduled to support the business needs. The three and/or recommendations from the A&I audit report are being implemented and progress in partnership with Finance, legal and strategic risk corporate services.</p>	Delivery	2	2	4	4	Jan/Feb 2022	Reduce / Treat	<p>08/02/2022</p>	4	4	N/A	N/A	May/Apr 2022	Operations	N/A	Not Escalated
Open	Threat	SBR 0031	Director of Finance	Financial	4	5	20	<p>Reduced levels of reserves / resources which are available to deal with local shocks.</p> <p>The revenue budget in recent years has been supported by reserves and other off balance sheet resources.</p> <p>The nature of this funding limits the degree to which WMCA is able to specify direct funding towards specific priorities for change/growth and also reduce the extent to which WMCA has the financial capacity to effectively deal with local shocks resulting from the recent pandemic and related / unanticipated scenarios to revenue and capital markets.</p>	<p>Potential to lose the requirement to draw funding from other regional providers.</p> <p>In the case of the pandemic, WMCA has effectively both proactively and additionally funded for key priorities. These opportunities to fund delivery are now being utilised by WMCA and other regional providers.</p>	<p>In the case of the pandemic, WMCA has effectively both proactively and additionally funded for key priorities. These opportunities to fund delivery are now being utilised by WMCA and other regional providers.</p> <p>Other options to absorb local shocks may involve the mobilisation of activity, including the use of earmarked resources to support the organisation, which will impact on the delivery of regional priorities.</p>	Financial	4	5	20	10	Jan/Feb 2022	Reduce / Treat	<p>11/12/2022</p>	6	6	N/A	N/A	May/Apr 2022	Operations	N/A	Not Escalated
Open	Threat	SBR 0032	Exec Director TRM	Operations	5	5	25	<p>Metro - 20T fleet track propagation Suspension of all services from 13 December, TRM Risk ID: 1242.</p> <p>Cracks to the 20T fleet posing a safety risk to operations and suspension of service.</p>	<p>Metro - 20T fleet track propagation Suspension of all M&L services from 13 December. Temporary repairs were being undertaken which is in progress. The temporary repairs can no longer be assumed to be sufficient for the safe operation of the train.</p>	<p>Repair programme of fleet in action - undertaken in conjunction with the manufacturer under contract. For suspension of services, communication impact on customers arranged via rail and bus operators to strengthen services for increased passenger numbers to ensure positive transport options for affected customers.</p> <p>Working with rail and bus operators to strengthen services for increased passenger numbers to ensure positive transport options for affected customers.</p>	Operations	5	5	25	15	Jan/Feb 2022	Reduce / Treat	<p>08/02/2022</p>	15	15	SBR-002	11/12/2022	May/Apr 2022	Financial	From Directorate	Transferred to issue SBR-001