

Risk ID	Risk Owner 1 Risk Owner 2	Inherent Risk			Title	Cause	Description of Uncertain event	Effect	Controls measures in place	Residual Risk			Target	Trend	Further actions required to mitigate risk	Target Resolution Date
		Likelihood	Impact	Score						Likelihood	Impact	Score				
SR-R001	Executive Director Finance Business Hub	5	5	25	Failure to deliver the Investment Programme as originally intended	Challenges to securing income streams caused by political and economic uncertainty	(1) The original Investment Programme was agreed with a mixed bag of funding for its delivery. The supplementary (or alternative, equivalent) income streams envisaged in the 2016 Devolution deal, have not been available to date and may not be available in the future, specifically the grant and charges to business rates. Although the funding envisaged in the 2016 Devolution deal has not been available, there has been no revision to the original investment programme projects or quantum. (2) A significant portion of the funding is subject to a 5-year Government Gateway review. If we were to fail to deliver the benefits to the West Midlands as expected, then we could fail the gateway review and later years of Government funding could be withheld. (3) There is an 'interest rate risk' and the degree to which any upward movement to the rate at which WMCA borrows erodes the purchasing power of the grants / funding is secured to date. The current inflationary situation means it is highly unlikely the previous economic expectations will be met.	<ul style="list-style-type: none"> Because the funding originally envisaged has not been available we have invested less and unless the situation changes / without alternative funding sources, we will be unable to deliver the Investment Programme for WM as originally intended. Client / Customer / Partner Opportunities for growth compromised Stakeholder relationships compromised / withdrawn Reduced ability to borrow 	<ul style="list-style-type: none"> 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. 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. Close working with Government to understand the ongoing financial position and help unlock additional income streams. Assessing opportunities to turn grants to loans and / or maximise 3rd party contributions and land value capture. Identify opportunities to fund investment Programme schemes through other means (i.e. Levelling Up Fund, CRIS, etc). 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. 	5	5	25	20	↔	<ul style="list-style-type: none"> We could consider reducing the investment Programme to match the funding, or we need to have the funding to match the IP. We have tried the former on several occasions and it has not been successful. When HMG announce new funding streams, we should look to prioritise the match of these to investment Programme projects, these are the existing priorities for the region. Continue working with Government and constituent authorities regarding the assumptions relating to business rates. Alternative funding and financing streams are being explored with HMFT. Future precept options could be explored. 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
SR-R002	Executive Director Strategy, Integration & Net Zero	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	There is 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. 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. There is a danger that continuing risks of Brexit are identified 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. 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.	<ul style="list-style-type: none"> Potentially leading to failure to achieve delivery ambitions Operational impacts short, medium or long term impacts on the economy. Potentially resulting reputational damage. 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. 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. 	<ul style="list-style-type: none"> 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 overseen and directed by both the SED Board and the Steering Group, with regular reporting to SED Board and in Feb 23 the WMCA Board endorsed 5 strategic challenges to shape the region's response and recovery planning. This is being simplified with the Economic Growth Board. Established fortnightly monitoring process (in collaboration with NVA-RD1 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. 	5	5	25	TBC	↔	<ul style="list-style-type: none"> Maintain measures already in place. 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'EP1 led work about issues to trade disruption). Continued development and delivery of appropriate responses as the situation develops as advised by the 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
SR-R001	SIT	5	5	25	Information Assurance & Protective Security	There is a potential that data protection requirements and / or proper protective security of all WMCA assets/information/systems, premises and people, may not be reasonably and proportionately maintained in line with the extant threats and UK legislative and Cabinet Office mandates.	<ul style="list-style-type: none"> An event or series of events which, should it occur would, through compromise to the confidentiality, integrity, or availability of information (electronic, manual, and spoken word) and business assets, impact on the achievement of the organisation's objectives. Organised and Opportunistic Crime: Cyber-attacks are an increasing threat and public sector bodies are regularly targeted. This could include social engineering (phishing, vishing and smishing), malware/ransomware delivery, direct "hacking", theft of data, and/or denial of service of ICT systems and services. Risk of a successful attack from highly capable state sponsored cyber criminals, most notably sponsored by Russia, China, and Iran, is currently heightened as a direct result of the hostilities in Ukraine. Insider Threats: Human error or procedural failure of an individual/team to adequately protect information, resulting in the loss of information and/or access to information by unauthorised persons. Malicious insiders that maliciously and fraudulently steal/pass on information and assets. 3rd Party Services: An information/system breach occurring at a partner organisation or 3rd Party service, with whom we have contracted to process data on our behalf. In addition there could be either terrorist events or natural disasters 	<ul style="list-style-type: none"> Potential risk impact can vary depending on the nature of the uncertain event, but could range across: Life & Safety Trade & Commerce Finance Reputation 	<ul style="list-style-type: none"> 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 commitment and response to the mitigation of identified threats and risks to its protective security. 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. 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. Mandatory requirement in place for all staff to complete Information Security training, including GDPR, with regular staff awareness and monitoring in place. 	4	4	16	9 to 12	↔	<ul style="list-style-type: none"> The WMCA Senior Leadership Team (SLT) have approved a WMCA Digital & Data (D&D) Strategy, of which the first aim is to: "Provide information assurance and risk management aligned to the confidentiality, integrity and availability of information systems and assets as set out in the HMG Security Policy Framework (SPF) and the Government Functional Standard (GFS) 007 'Security'". Also set out, within the D&D Strategy, are 5 Maturity Models. The 5th of which is the Information Assurance Maturity Model (IAAMM). The IAAMM combines adherence to legislation and the appliance of best practice. It is overseen by the Senior Information Risk Owner (SIRO), and it allows the WMCA to: <ul style="list-style-type: none"> Assess and report performance and maturity against the IAAMM. Conduct audits against IAAMM requirements, allowing for risk identification, articulation, and management. Risk will be managed through a Protective Security Risk Registers aligned to the Information Risk Management Policy and Strategic Risk Management Framework. Audit will be undertaken by internal specialist staff in the first instance, but in time we will look to a 3rd party specialist audit provider. Fulfill its obligations in adopting Cabinet Office mandates (essential), adherence to extant legislation (essential) and National Technical Authority (NTA) advice and guidance (consultation), essential in ensuring that it is taking steps to reasonably and appropriately protect its information and assets and its ability to deliver services. 	Ongoing
SR-R004	CEO	5	4	20	Stakeholder & Political Relations	Changing national politics have the potential to significantly impact the devolution agenda, funding and powers of WMCA.	<ul style="list-style-type: none"> There is a risk that as WMCA continues to expand and absorb new remits and accountabilities that WMCA's stakeholder & political relations become more pressured. Positive stakeholder and political relations are needed to deliver the ambitions of the region. 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. Political relations and expectations will need to be managed. 	<ul style="list-style-type: none"> Potentially leading to Delivery Gaps Budget pressures Financial Operational Governance 	<ul style="list-style-type: none"> Ongoing close working with LEPs, constituent and non-constituent members with regular communications in place to ensure all parties are fully engaged. Collaborative working to be maintained and extended where opportunities allow, supporting the joint submission made on the Devolution White Paper in August. Arrangements are being put in place to ensure all stakeholders are kept informed & involved with any Devolution discussions, through the establishment of a Devolution Strategy group. The expectations of all members to be clearly understood and shared with ongoing engagement with all partners and businesses at all stages of the Portfolio delivery. WMCA are developing more regular stakeholder and political engagement. To discuss both insight 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. Arrangements that support engagement between Mayor and Portfolio Lead Members are being refreshed to create more time for policy development discussion. 	4	4	16	TBC	↔	<ul style="list-style-type: none"> Regular communication exists 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. Reduction process for newly elected political members of WMCA in place. External political uncertainties are likely to contribute to residual risks despite mitigating actions. A review of engagement and involvement in decision-making and policy development 	01/08/2022
SR-R006	Head of HR	5	4	20	Capacity and Capability	Possibility of challenges in recruitment, retention and skill gaps, particularly as a result of the post-pandemic environment we are operating in.	<ul style="list-style-type: none"> There is the 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. Hybrid working may give rise to new risks to staff morale and wellbeing. Added to this, there is a new threat of the "Great Resignation", with a PWC survey (May 2022) suggesting almost one in five UK workers are likely to change jobs in the next 12 months, as employees come out of the pandemic and consider their work / life aspirations. Employees may look to take more risks about their employment decisions, as the pandemic and hybrid working have opened opportunities for their jobs might not have existed before. 	<ul style="list-style-type: none"> Difficulty, and ultimately failure, to deliver or respond to: WMCA's priority activities, including a comprehensive organisation wide transformation programme. WMCA objectives in line with required deadlines and plans. Changing priorities and new initiatives. While increased demands and pressures on staff could impact upon wellbeing and attendance / absence levels. 	<ul style="list-style-type: none"> General - Development and delivery of the organisation wide Transformation Programme Asset: Rebuild has been established to support the review of the CA's systems, processes, structure, and culture and will prepare the organisation in its ability to deliver in a continuing changing environment. We are also continuing implementation of the People Strategy and introducing a HR Service Centre. Recruitment - SLT have considered an approach to capacity planning and recruitment in a volatile market, and we will be looking at the tools and routes to market we want to use. Retention - An approach to talent and succession is being progressed including a skills audit to support a more planned approach. We will continue to ensure there are plenty of learning and development opportunities, including Learning Week, so that staff can ensure their skills and knowledge are refreshed. Hybrid - We are undertaking a review of Hybrid, looking at how implementation has been handled, how colleagues feel about the benefits and what difficulties they may have experienced. Well-being - We will continue to look at new well-being initiatives, engaging staff through well-being forums and promoting well-being webinars. 	4	4	16	12	↔	<ul style="list-style-type: none"> General - Development and delivery of a cohesive People Strategy is fundamental to our response to this risk. We will be re-evaluating our vision and values, raising their visibility and improving their understanding with all staff, supported by #BetterConnected where we will be looking to improve staff interface and engagement. Recruitment - Having recruited a Recruitment Partner and Acas Recruitment Partner, we have introduced recruitment processes which are accessible, quicker, and easier to use. While lighter controls on resourcing through the resourcing team has enabled us to source quality candidates with greater relevant experience. Hybrid - Regular communications in place with all staff to maintain engagement across all levels of the organisation. An all-staff survey on WMCA's management of its Covid response demonstrated most staff welcomed working from home and productivity has increased. The results have been reviewed in detail to inform the approach to future hybrid working arrangements. Well-being - Hybrid working has proven to be a success for many, but HR and Wellbeing teams are focussing on the mental health of all staff. A suite of wellbeing initiatives has been implemented to support the continued health of all staff, including the introduction of mental health first aiders and focus on promoting the benefits of the employee assistance programme. 	Sep-22
SR-R006	Executive Director Strategy, Integration & Net Zero	2	5	10	Overall Delivery of Devolution Objectives & Covid effects and response to risk	As a result of political uncertainty and changing political priorities of central government. Covid 19 may exacerbate political and economic uncertainties further.	<ul style="list-style-type: none"> There is a potential risk that Government priorities change, meaning that the case for Mayoral Combined Authorities (MCA) and devolution is undermined. This could mean a re-prioritisation of MCA functions or new HMG programmes that cut across our delivery plans or undermine our role. This could limit our ability to deliver on our devolution deals, and cause brand reputational damage. 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. We make strong arguments for funding on all appropriate occasions. We are involved in regional and national review and planning exercises e.g. Best Contingency Planning. Organisational objectives are monitored and managed by Officers, thematic Boards and also WMCA Board. 	1	4	4	4	↔	<ul style="list-style-type: none"> Low perceived residual external risk given current government positioning on the devolution agenda. 	Ongoing
SR-R007	Exec Dir TWMM	3	3	9	Post pandemic sustainability of public transport network	The pandemic changed customer behaviour and working habits and we continue to see reduced patronage levels across public transport networks. Added to this, Government funding is due to expire during 2022 across England. The industry is also seeing unprecedented increases in the cost of fuel, cost inflation, and potentially wages which is also being passed on to TWMM for contracted services placing pressure on what we are able to do to	<ul style="list-style-type: none"> Bus - Services across the West Midlands are de-regulated and operated commercially by bus operators to decide the timetables, fares and operating hours of services. During the pandemic the DfT provided financial support to commercial bus operators to enable them to maintain services. This funding is due to come to an end in October (potentially end of December for West Midlands to maintain stability during the CWG). The majority of routes are unlikely to see patronage recover to pre-Covid levels, and bus operators have faced increased costs due to fuel, inflation, and pay. This has led to questions about the commercial viability of many services and the possible reduction in service provision across the region. TWMM can influence the outcome through partnership and joint working, but do 	<ul style="list-style-type: none"> Bus - The pressures of reduced patronage, reduced revenues, commercial ownership of decision making on bus services - and uncertainty of financial support - especially when combined with the risk of inflation, fuel cost increases and supply chain concerns, could lead to reductions in the bus network in the West Midlands with potential commercial provision to as low as 70 to 80% of pre-covid levels. This could lead to pressure on TWMM to step in and financially support services which would, in turn, lead to increased budgetary pressures for WMCA of between £30m and £50m. The alternative increased budget will be reduced service provision across the region. 	<ul style="list-style-type: none"> Working with bus operators to better understand the likely implications of any reduction or withdrawal of government funding support and assessing this at different levels of patronage. We are proactively engaging with Central Government and the DfT around devolution of funding so that we can better work through the West Midlands to manage any required changes on the network. Engaging with government regarding the proposed recovery partnerships and seeking to influence the model of available funding - Light rail settlement combined with bus settlement, WMCA region allocation to be confirmed in due course. 	3	3	9	0	↔	<ul style="list-style-type: none"> Work with operators to identify opportunities to reduce overprovision on corridors where there is commercial competition. Agreeing with operators timeline for undertaking network review process including setting review principles, engagement and consultation, marketing and promotion etc. Liaise with DfT regarding funding and expectations as to when the Network Review will be complete. Implement monitoring of passengers / explore options for expanding West Midlands Demand survey to help meet gaps in the feed route bus network. Leaders have agreed to commission a review of supported policies to take place over 	November

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	Director of Integrated Network Services Commercial Director West Midlands Metro Director of Rail and WMCA					mitigate the risk. Metro & Rail - Longer term economic impact on both the Metro and Rail operations, there is a risk that both industries don't recover to pre pandemic levels due to a change in working habits/customer behaviour and uncertainty over longer term government funding support; DfT provided financial support for Metro to maintain services but this funding ending in October	not control the decision-making processes. Rail - Increased pressure to reduce the Rail industry cost base by reducing services, changes to working practices and these could be harmful to the strategic objectives of TWWM & WMCA.	<ul style="list-style-type: none"> Review of funding models and access standards to support uplift and commercial operators making significant changes. Early identification of financial risks to inform the budget setting process and identifying options for reducing expenditure - Operational efficiency ongoing, all elements identified i.e power, staffing, MML completing full re-visit of forecast for the financial year. Work with DfT, Rail industry partners to help inform decisions about future service offering within the West Midlands. 						22/23 <ul style="list-style-type: none"> Negotiate with operators to get the best package from the BSIP funding, including securing best coverage of the network. Communication of amended product range to help customers return to buying longer duration Metro tickets upon the Train network (Placed on hold during service disruption, activities due to re-commence over Summer 2022). Supporting national and local marketing campaigns to increase demand and targeting new markets. 	Ongoing	
SRR-R008	Executive Director Finance Business Hub	4	5	20	Commerciality & Covid 19 effects and response to risk	Due challenging economic conditions and potential changing customer behaviour, this is potentially exacerbated by Covid 19.	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. There is a risk the current economic situation due to Covid 19 will have a greater impact on the commercial arrangements currently in place or being established.	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. Adequate expertise brought into the Finance Team to ensure an appropriate amount of rigor and precision exists within all WMCA commercial financing models, reducing the risk of error. 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.	3	5	15	10	↔	Adopting commercial models will allow the WMCA to become less dependent on government as it can diversify funding income. We continue to lobby government to support commercial operations impacted by the pandemic.	01/08/2022	
SRR-R009	Investment & Commercial Activities Director	5	5	25	Project / Programme Appraisal & Assurance - Ensuring Compliance to National Devolution Commitments	Due to <ul style="list-style-type: none"> 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 	There is a potential risk that new project and programme proposals are not effectively appraised or assured in line with the Devolution commitments made to Central Government. 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 would 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. <ul style="list-style-type: none"> Reintegration of SAF implementation group with revised membership has been established and will meet on a monthly basis and report progress/ issues to SLT. SAF Implementation Project Manager has now started and is engaging with each Director - target date to transition existing portfolios in Spring 2022. SAF annual refresh will be initiated in April with the aim of WMCA Board approvals by September 2022. 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. Roll out of SAF requirements has been delivered to all Directors and support teams. Directors are committed to submitting project pipeline information for each Portfolio and will be working with the Assurance team to plan transition. 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.	2	5	10	10	↔	To mitigate risk there are further elements of the SAF that need to be implemented and embedded. <ol style="list-style-type: none"> The SAF implementation has now been approved and a Project Manager will be developing the Project Plan to fully rollout SAF to all WMCA Portfolios. Continued regular Assurance and Appraisal reporting to SLT and ARAC. Following the review of internal governance arrangements, embedding of future governance arrangements is ongoing as part of a wider review. 	31/12/2022
SRR-R010	Head of Governance	4	5	20	Governance Arrangements & Covid 19 effects and response to risk	Failure to adopt or challenges in adopting and embedding adequate formal governance arrangements. Covid 19 may exacerbate potential challenges with governance arrangements further	May lead to the risk of Failures in 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 organization's objectives. With new devolved bodies, 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). 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.	3	4	12	TBC	↔	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. 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 meeting 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
SRR-R011	Exec Director Economic Delivery, Skills and Communities Head of HR	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-R005 for information on Covid 19 effects and response.	Resulting in difficulties in the WMCA's ability to achieve delivery of the organization's 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's 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. A permanent CEO has now been appointed and a recruitment plan in place with anticipated permanent post for Director of Law & Governance to be appointed for November 21. Interim arrangements are also in place to cover the new CEO previous 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.	3	4	12	6	↔	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. A review of phase 1 of business transformation is set for October 2021 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 plan, this risk can now be managed.	Feb-22
SRR-R017	Executive Director Housing, Property and Regeneration	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. Also 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.	3	3	9	6	↔	Raising business continuity awareness and embedding the programme within the business, a 'task and finish' group has been established which is being lead 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 per the 'organisational health' dashboard and share with 'Security Steering Group'. FM are now working closely with network Resilience to share best practice on TWWM 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	Ongoing Q4

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	Managing Director TWMM								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.						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).	2021/22
SRR-R011	Head of Communications	4	5	20	Reputation	Failure to adopt effective and efficient processes including clear and effective communications strategy	May lead to the risk that the reputation of the WMCA may be compromised if the organisation does not present itself as, or deliver an, effective and efficient organisation resulting in negative media coverage or negative stakeholder perception and an inability to meet expectations. 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. 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. External political and economic uncertainties may potentially contribute to residual risk.	Leading to the potential of negative media coverage and poor stakeholder perception. Resulting in the possibility of Reputational damage to the WMCA. Delivery gaps	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 & Directorate groups), providing regular liaison with the Mayor's office to ensure pro-active and consistent messaging is delivered by all, at all times. Head of Communications and all WMCA spokespersons provided with media training. Regional Communications Group established ensuring the sharing of best practice and to facilitate strong relationships with key partners. Progress of financial contributions monitored to enable coverage of all WMCA successes or early intervention of possible challenges. Close engagement with wider organisations with ongoing management and forwarding of all communication activities. 24/7 Media Office is available.	4	2	8	8	↔	Communications strategy is reviewed regularly to ensure it is consistent with the organisation's corporate objectives. Ensure that major regional initiatives e.g. Commonwealth Games have clear and transparent governance arrangements in place. SLT are taking on responsibility for ensuring positive relationships with key partners. Building better relationships with journalists and a continuous programme of staff training to ensure they are delivering best practice.	N/A
SRR-R014	Strategic Leadership Team	4	5	20	Delivery Commonwealth Games Regional and local public transport has been slow to recover from the pandemic (staffing and drivers) and continues to suffer disruption from infrastructure failures (rail and tram). Resilience of the transport network has now been brought into even sharper focus by industrial action planned within the rail industry over pay, modernisation to working practices and pension disputes.	There is a risk that the plans to strengthen the local and regional transport network, to cope with the extraordinary one-off demands of the Commonwealth Games, assume no significant disruption to service supply and therefore have insufficient resilience. Contingency resources are not mobilised ahead of the Games and cannot be met entirely by the Organising Committee (OC) operations budget.	The public transport network capacity will not be able to support the Games demand and will impact upon spectator travel experience and workforce movements.	<ul style="list-style-type: none"> TWMM chairs the multi-agency Transport Executive Group (TEG) formerly Joint Transport Group (JTG) which includes relevant central Government departments (DCMS, DfT), Police, Local Authorities, and the OC. Contingency plans being drawn up and funding being sought from DCMS via Chief Executives and Financial Directors Groups (L3 June) Market engagement with bus and coach industry and RHQ required for contingency bus and coach services (return 16 June) Sourcing of additional depot sites, accommodation for drivers and Park and Ride sites underway. Weekly Situation Reports to brief senior politicians (regional and national) and senior executives of all Games partners. 	4	5	20	4	A	<ul style="list-style-type: none"> Monitoring the availability and capacity of other Public Transport modes, should the need arise for them to accommodate additional users. Government direction to commence urgent procurement activity to secure up to 200 additional buses for Games time; likely contract value of £5m+. 	16-Jul-22	
SRR-R014	Exec Dir TWMM	4	5	20	Transport Operations											
SRR-R014	TWMM Strategic Leadership	4	5	20	Transport Operations											
SRR-R011	Executive Director Strategy, Integration & Net Zero	5	5	25	Delivering the 2041 Carbon Budget reduction	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.	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). This is a collective regional commitment (relevant across the three LEP areas) and underpinned by a number of pre-conditions and determinants that are outside of WMCA's direct control.	There are profound implications for the region as part of a headline global risk of severe warming which evidence suggests will be costly in human and economic terms. The potential impacts are: <ul style="list-style-type: none"> contributing to climate change with potential for extreme weather events. 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 be an impact of child development and development of dementia. This increases pressure on NHS resources e.g. increase hospital admissions. contributing to lower productivity in the region due to work absence for health reasons 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 housing in urban areas near roads. Potential disruption to supply chains. 	Annual monitoring of progress will be put in place by the WMCA Environment Team, who have also undertaken to report annually to the Carbon Disclosure Project. But the scale of the renewed commitment of WMCA (alongside that of its members and partners) requires a step change. A climate change strategy has been developed and priorities identified through a paper presented to the CA Board in June 2020 (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 a new role for the Environment Team and the new role for Energy Capital; this will significantly enhance our ability to deliver against the programme's targets. Supporting progress with sustainability partners in aligning the five-year budget cycles required under the UK Climate Change Act. TWMM 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.	2	5	10	10	↔	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. We continue to press the Government for additional funding for the work on energy and environment in connection with any review of public spending. Additional resourcing of both the work and the team will be important for delivery as we go forward, 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.	2026
SRR-R011	CEO	5	5	25	Delivering the 2041 Carbon Budget reduction											
SRR-R014	Investment & Commercial Activities Director	4	4	16	Delivery - West Midlands SG	Due to uncertainties around the continued funding for WMSG and its competitors as a multi-stakeholder project which is part of the national TestBeds and Trials programme within DCMS.	There is managed potential risk rebalancing within the programme as to the market response, the technical requirements of a hitherto largely untested (at scaled) technology, and the extent to which we as a region can build the mix of supply and demand that will be needed to realise maximum economic and social value for the region. Additionally as WMSG has currently no secured guaranteed funding in place beyond March 2022, there is a possibility that continued delivery can not be guaranteed beyond March 2022 if alternative funding is not secured.	Potential resulting in the delivery failures and the need to wind down WMSG if alternative 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. 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 WMSG, then the start up costs have not been covered over many years. 2. Any future digital initiative that could have utilised the WMSG skill and knowledge base would need to incur new start up costs.	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 by 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. WMSG Ltd have 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 WMSG after March 2022 and more funding is being sought.	2	4	8	6	↔	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. WMSG 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. Partial funding has been identified and we continue to explore funding sources to retain functionality post March 2022. A mainstay of funding is explore funding from WMCA and the budget for 2022/23 will be critical - the outcome is likely to be known Feb 2022.	28/02/2022
SRR-R014	Exec Dir TWMM	2	4	8	Health & Safety	Failure of the WMCA to adopt and embed adequate Health & Safety arrangements	May lead to the risk that Health & Safety procedures to ensure safe working conditions for staff, visitors and users of all WMCA facilities could possibly be absent 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 in delivery.	Failure to provide a safe environment for all users will result in potential legal challenges and reputational damage due to unsafe, or unreliable infrastructure particularly on the transport network.	Health & safety duties are delivered to ISO45001 standard with ongoing compliance externally assessed 6 monthly. Audit & Inspection of all assets undertaken against set schedule to ensure H&S compliance is maintained. Monthly H&S position statement provided to satisfy Boards of the Organisation's Corporate responsibilities, including review and analysis of accident, incident and near miss reports. Health & safety obligations are considered in the development of all projects and programmes. Strategic and operational Safety, Health, and Environment (SHE) committees established providing operational and Director engagement.	2	3	6	4	↔	Ongoing engagement with all WMCA departments to ensure adherence of H&S policies by all. Development of policies, procedures and guidance as necessary to ensure suitable and sufficient H&S implemented for all areas of the WMCA portfolio. Immediate engagement with emergency services and /or HSE to provide pro-active management of H&S incidents. Expansion of scope of ISO45001 accreditation to incorporate all WMCA activities. 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&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.	Ongoing
SRR-R014	Investment & Commercial Activities	4	5	20	Investment Programme Delivery	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.	There is a risk that the Delivery Partners/ Delivery Bodies may fail to deliver the full agreed resources. This approach limits the degree to which the WMCA can direct funding quickly towards specific, or changing, priorities and reduces the extent to which WMCA has the financial capacity to effectively deal with fiscal shocks.	Resulting in the potential of delays to the delivery of programmes of work, resources to support the organisation, which will affect the delivery of regional priorities. Potential leading to Reputational damage to the WMCA as well as damage to Political relations / Programme Delivery.	Monitoring Arrangements in place with Delivery Partners to ensure timely monitoring and reporting of progress. 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 the Senior Portfolio Manager now started and additional Officer starts 8th December. Funding agreements now in place with most Delivery Partners.	2	5	10	6	↔	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. 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.	31/12/2021
SRR-R021	Executive Director Finance Business Hub	4	5	20	Financial resilience of WMCA to absorb fiscal shocks	Reduced levels of reserves / resources which are available to deal with fiscal shocks. The most evident causes of such fiscal shocks currently are: <ul style="list-style-type: none"> The ongoing effect of the pandemic on public transport services (see SRR-R007), and 	The revenue budget in recent years has been supported by reserves and other one off resources. This approach limits the degree to which the WMCA can direct funding quickly towards specific, or changing, priorities and reduces the extent to which WMCA has the financial capacity to effectively deal with fiscal shocks.	Potential to force the reorganisation of activity, including the use of earmarked reserves to support the organisation, which will affect the delivery of regional priorities. During the pandemic the WMCA lobbied Government for additional funding for key priorities, but these opportunities to fund excess cost are now being withdrawn by Government. Some financial support is available for 2022/23, which will reduce the risk for the current FY, but this is not a viable long-term solution.	4	5	20	10	↔	<ul style="list-style-type: none"> We are seeking a funding stream through the Leveling Up agenda. The WMCA has special status to consider future funding of Authorities and we will use this opportunity to pursue our case for CAs to receive their own funding stream. We will also look to engage with Government over the possibility of CAs being part funded through Business Rates. Finally, we could consider use of the precept. 	31/03/2023	

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SRR-B021	Exec Dir TWMM	5	5	25	Metro Tram Availability	1. Cracks propagating in 2GT fleet prior to entry into Car Body repair programme (project risk S132); 2GT trams pulled from service as crack exceeds serviceable limits set out by CAF; impacting safety 2. 3GT reliability 3. Lack of temporary stabling (project risk S532) - for forthcoming 3GT fleet 4. Depot upgrade works - 1-2 yrs delay to design, delivery and entry into service 5. P3 overhauls - Delay could lead to maxing the limit of 703,000 KM and trams being pulled from service (see project risk S007)	Risk that 2GT/3GT trams are unavailable to meet service schedule	1. Suspension of all tram services to Bull Street; 2. Loss of revenue 3. Impact on other Metro extension projects (e.g. WCCJ substation 2 dynamic load testing)	Cause 1 1. For suspension of services, communication with all customers and stakeholders on disruption, ensuring bus and rail operators accept Metro tickets, cease of trading in metro passes and direction of customers to bus/rail tickets. 2. Working with rail and bus operators to strengthen services for increased passenger numbers to ensure public transport options for affected customers. 3. Define/Maintain programme activities for return of 2GT trams. Cause 2 4. CAF have proposed a modification for cover plate bolts which is being trialled. Articulation fault resolved and repair completed. Remaining reliability issues are being resolved through on site interventions. Cause 3 & 4 5. Provision of temporary stabling - Team continue to review available WMCA land. Also "stabling on network" on track between Wednesbury Great Western Street or Black Lake or at Soho Benson Road. Cause 5 6. Expedite P3 Overhaul planning - Work on-going with 2GT Car body repair programme to align schedules. 7. On-going monitoring of fleet (bodyshell) - undertaken by CAF. Operational Costs (Energy) MML hedge their energy, but the price rises will continue to have an effect for some time to come. Operational Costs (Staff) Capital Delivery: •Principal contractors to plan and ensure materials ordered in sufficient time. •Suppliers and subcontractors to manage the impact of material shortages and ensure delivery dates are maintained as scheduled. •Continue to assess / monitor exposure of Inflation & Market pressures on schemes / contractors / suppliers. •Making allowance in Target Costs for inflation rate increases. Investment Programme: The Single Assurance Framework (SAF) requires all projects and programmes to include a contingency sum. Once the contingency is exhausted, the Accountable Body is expected to meet any cost overrun. The final option is for the Accountable Body to request a change to the project through the SAF.	5	2	10	4	N/A	1. Consider negotiate / fund full replacement of whole sections/components affected in 2GT fleet This is ongoing with full side panel replacement by CAF. 2. Consider negotiate/fund accelerated P3 overhaul programme 3. Consider unlocking any cost constraints on timely temporary stabling provision	
	WMM Projects Director															
SRR-B021	SLT	5	5	25	Inflation & global supply chain pressures	1.Material price increases. Some supplies increasing monthly, while steel price has increased 10-30% 2.Energy price increases. 3.Availability of supplies; either through extended lead times, or general lack of availability. 4.Availability and cost of Labour.	Fundamentally, there are two elements to the risk: 1.Cost of energy, materials and labour increases due to inflation and market pressures 2.Availability of materials and labour	2. Loss of revenue	Operational Costs (Energy) MML hedge their energy, but the price rises will continue to have an effect for some time to come. Operational Costs (Staff) Capital Delivery: •Principal contractors to plan and ensure materials ordered in sufficient time. •Suppliers and subcontractors to manage the impact of material shortages and ensure delivery dates are maintained as scheduled. •Continue to assess / monitor exposure of Inflation & Market pressures on schemes / contractors / suppliers. •Making allowance in Target Costs for inflation rate increases. Investment Programme: The Single Assurance Framework (SAF) requires all projects and programmes to include a contingency sum. Once the contingency is exhausted, the Accountable Body is expected to meet any cost overrun. The final option is for the Accountable Body to request a change to the project through the SAF.	5	5	25	6	N/A	CRS15 - This may require a re-prioritisation exercise across the entire programme and potentially re-scoping of individual projects to keep them within budget Capital Delivery •Developers must prepare for the predicted ongoing and increasing inflation with contingency plans and agile project management. •We also need to improve our contract & commercial management - do we have the skills and tools in place to support the effective delivery of our Capital projects? •We need to look at delivery profiles and ensure, along with contractors, that there is effective resource planning; could we, for example, create a resource pool to support delivery.	
	Exec Dir TWMM Exec Dir Housing Property & Regen															