

WofE CA Risk Register			Last Updated 07/04/2022															
ID	Category	Date entered on register	Risk Description	Risk Impact	Inherent Risk Score			Trend	Mitigation	Timeframe	Residual Risk			Trend	Risk Owner(s)	Mitigation (action) Owner(s)	Status	Date of last update
					L	I	Score				L	I	Score					
WECA-R023	Delivery	07/04/2022	There is a risk that increased inflation and economic issues arising from the situation in Ukraine will see cost escalation on programmes in delivery.	The impact could increase project costs in excess of 8% to 10% or more	5	4	20		Mitigations include re-engineering, ensuring specifications are tight, strong negotiations with suppliers to manage costs. There will be an expectation that partners will take a share of cost rises.	Ongoing	4	4	16		Director of Investment & Corporate Services	SMT	Open	
WECA-R017	Delivery	11/02/2021	There is a risk that supported bus services will need to be withdrawn due to higher and unaffordable contract prices caused by continuing low passenger numbers (still only 76% of pre-Covid levels at 30.03.22) and higher driver and fuel costs for operators.	Some communities will see a loss or reduction in their bus service and increased isolation from core health, leisure, shopping and employment opportunities. Fewer sustainable travel options will lead to higher car use.	4	4	16	↔	A proposal to increase the Transport Levy from 2023/24 has been put to the Local Authorities to offset some of the increased cost and enable more services to be provided. Significant investment through the CRSTS and BSIP programmes will increase the attractiveness of bus use over time, leading to services being less reliant on public subsidy.	Ongoing	4	4	16	↔	Director of Infrastructure	Head of Integrated Transport Operations	Open	06/04/2022
CS-R002	Financial	19/07/2018	There is a risk that the way that Government funds Combined Authorities will result in less funding to support delivery of projects.	Combined Authority capacity is currently resourced through short term funding streams - Mayoral Capacity Fund and Business Rates Retention pilot. Without confirmed funding the Combined Authority would not be able to retain high calibre staff, balance its budget or deliver against its priorities	4	5	20	↔	Discussions ongoing with HMRC and Treasury both directly and with other Combined Authorities who are also impacted. A medium term financial plan is in place. Progress made in setting the 2022/23 revenue budget to reduce reliance on short term funding streams through more robust recharging to projects	Ongoing	3	5	15	↓	Chief Executive	Director of Investment & Corporate Services	Open	15/02/22
WECA-R008	Delivery	15/08/2019	Most of the mitigating activities required to address the Climate Change Emergency are outside of the Combined Authority's responsibilities and control.	We may not have all the levers to ensure a regional economy and infrastructure that is fit for a low carbon future and resilient to climate change.	4	4	16	↔	Climate and Ecological Emergency Strategy and Action Plan taken to Committee for approval in April 2022. £50m Green Recovery Fund agreed at Combined Authority Committee in Jan 2022 to operate over a 3 year period to 2025, with a focus on protecting the environment and reducing emissions, creating green jobs and increasing green skills provision. First businesses cases through the Green Recovery Fund will support a retrofit Accelerator and a Community Pollinator Fund. Appointment of Head of Environment to ensure that the CA has the specialist expertise to oversee this work	Ongoing	3	4	12	↔	Senior Management Team	Head of Environment	Open	06/04/2022
WECA-R012	Delivery	17/11/2020	There is a risk that delivery of key infrastructure projects will be delayed by the covid-19 pandemic, due to delays to construction as a consequence of limited resource and materials, and associated inflation risk.	This would result in delayed timescales and cost overruns	3	4	12	↔	Ongoing review of procurement strategies and timeline to mitigate resource and inflation risks.		3	4	12	↔	Director of Infrastructure		Open	06/04/2022
WECA-R018	Financial	15/02/2022	There is a risk that the Government's approach to Levelling Up sees investment going to other areas of the country	There is no additional investment to support some of our more deprived communities	4	4	16	↔	Continue the dialogue to make the case to Government for investment in the region	Ongoing	3	4	12	↔	Senior Management Team	Head of Strategy & Innovation (lead work on narrative); All SMT Members to support communication	Open	
WECA-R019	Legal & Governance	15/02/2022	There is a risk that the LEP Business Board Members will disengage due to uncertainties over the future of the LEP Board following the publication of the Levelling Up White Paper	The Combined Authority loses the benefits and insights offered through a strong business board	4	4	16	↔	Ongoing discussion with Board Chair, Vice Chairs and Members to explore how to develop the future role of the Board. Continue with planned Recruitment of new members to ensure key sectors are represented.	Jan - June 2022	3	4	12	↔	Chief Executive	Head of Operations & Performance	Open	

WECA-R015	Delivery	04/02/2021	There is risk of disruption to home working and office working arrangements should there be unforeseen IT outages	There would be disruption and delay to activity, if over an extended period of time this could result in missed deadlines	3	5	15	↓	We have contingencies in place through our IT supplier and a robust business continuity plan to ensure that areas for priority support are clearly identified	Ongoing	2	5	10	↓	Director of Investment & Corporate Services	Head of People & Assets	Open	15/02/2022
WECA-R020	Delivery	31/03/2022	There is a risk that external factors beyond our control (Covid, Brexit, Cost of Living, International Situation) will impact onto businesses and learners across the region.	We might need to reprioritise activities at short notice, flex programme criteria and seek additional funding to provide the support needed	3	3	9		We cannot easily mitigate against the unpredictable, but we can monitor the situation and be ready to mobilise, adapt the support available and to work with Government to make the case for additional funding and support. We have already demonstrated our ability to do this in our response to Covid which saw a realignment of our business and learner support activities and the introduction of our regional		3	3	9		Director of Business & Skills	Director of Business & Skills, with SMT Members	Open	31/03/2022
WECA-R022	Delivery	29/03/2022	There is a risk that cost of living rises may impact on the Authority's ability to recruit and retain staff, as well as having budgetary implications if staff pay negotiations are based on inflation	Increased living costs may make it difficult to recruit and retain staff	4	3	12		Ensure that staff pay and benefits are competitive in the local and regional market, with particular focus on specialist and hard to recruit posts. Contribute to national negotiations on staff pay, alongside our regional local government partners, to influence an outcome based on balancing the cost of living challenges with budgetary pressures	Ongoing	3	3	9		Director of Investment & Corporate Services	Head of People & Assets	Open	31/03/2022
WECA-R016	Delivery	04/02/2021	There is a risk that extreme weather events could disrupt delivery of infrastructure projects	There would result in delayed timescales and cost overruns	3	4	12	↔	Risk is monitored through programme delivery framework. We have contingency and risk financial allocations within individual project budgets.	Ongoing	2	4	8	↔	Director of Infrastructure		Open	
WECA-R003	Financial	19/07/2018	There is a risk that Committee members may be unable to reach agreement on key proposals.	The Combined Authority would be unable to realise the opportunities and benefits of the activities set out in the business plan and this would impact onto the integrity of the assurance framework	4	5	20	↔	Our Assurance Framework is agreed annually and sets out how funding decisions are made. Our Investment Programme is agreed. Strong partnership working arrangements are in place to ensure that proposals are developed to support and complement the priorities and objectives of the constituent councils. Noted that good progress made in the January 2022 Committee Cycle where the 2022/23 CA Revenue budget was voted through unanimously. Ongoing activity to build on the relationships with the UAs to support delivery.	Ongoing	2	4	8	↔	Chief Executive	Director of Investment & Corporate Services	Open	15/02/2022
WECA-R007	Legal & Governance	29/03/2019	As with any public sector body that administers grant funding, there is a risk of fraud, bribery or corruption.	Financial loss, reputational damage.	3	4	12	↔	Controls & prevention measures incorporated in key operational processes. Annual review of arrangements.	Ongoing	2	4	8	↔	Director of Investment & Corporate Services	Head of Grant Management & Assurance	Open	04/03/2019
WECA-R020	Delivery	15/02/2022	There is a risk that as we reshape the organisation for the future, the associated changes to key senior posts in the organisation / use of interims whilst recruitment is underway could affect delivery of organisational objectives	Time may be needed for new and interim post holders to be fully up to speed which could lead to delays.	4	3	12	↔	The Authority is working hard to reshape the organisation to ensure it is set up to deliver against our priorities. Interim appointments have been secured for the Director of Legal Services and the Director of Investment and Corporate Services, with interviews in place for the latter on a permanent basis in early April. The permanent Director of Infrastructure is currently out to advert, and interim interviews for the role are due to be held on 1st April 2022.	To be reviewed quarterly	2	3	6	↔	Senior Management Team	Chief Executive and Head of People & Assets	Open	31/03/2022
WECA-R010	Health & Safety	17/11/2020	There are ongoing risks to maintaining a safe working environment during the pandemic, both for staff coming into the office and those working from home for extended periods of time.	This could result in increased sickness absence, with associated delayed timescales and cost overruns	3	4	12	↓	We have processes in place to ensure managed use of the office has remained available, where legal and safe to do so, for those staff who really needed it and that government and public health guidelines are followed. We have a wellbeing strategy developed and promoted. Support remains available through Employee Assistance Programme. Mental Health First Aiders available. As we return to the office we have protocols in place for staff and visitors to ensure everyone can feel safe and these will be monitored and reviewed regularly.	Ongoing	2	3	6	↓	Senior Management Team	Head of People & Assets	Open	15/02/2022