

Updated CRR Proposed Top Risks

Last Updated: 15/11/2023														
CRR	Departmental Ref	Category	Risk Description	Risk Impact	Inherent Risk Score			Mitigation & Controls in place and active - Include Timeframes	Residual Risk			Risk Owner(s)	Mitigation (action) Owner(s)	
					L	I	Score		L	I	Score			Trend
1	CRR030	Financial	External factors, such as inflation, conflicts and energy costs are affecting our projects and their benefit to residents. There is a risk that external challenges or changes in policy from government, political or financial change are not factored into the Mayoral Combined Authority plans, which could make delivery ambitions more difficult to achieve.	(a) Project costs could increase significantly, particularly in individual sectors. (b) Our portfolio of projects may no longer be the best route to realising benefits for residents, and additional steps may be needed to ensure benefit realisation	5	4	20	(1) Cross cutting assessment of the known and potential financial impacts on programmes and the headroom brought to committee regularly (2) Commercial team strengthened to ensure specifications are tight, strong negotiations with suppliers to manage costs. There will an expectation that partners will take a share of cost rises. - We have appointed a cost and estimating partner to undertake portfolio level cost review to establish revised cost outturns; we are undertaking a re-baselining exercise to re-priorities the portfolio in light of cost pressures - Project Health Checks for all infrastructure projects are underway to assess the current position of each project in detail. (3) Ensure benefit realisation is kept under review through highlight reports and the Programme Review Board. (4) 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 recovery and adaptations fund. (5) Working closely with HM Treasury and Government Departments to access the latest intelligence and government priorities, emerging policy and fiscal announcements. (6) Push Government to build a realistic assessment of inflation into funding streams for specific projects	4	3	12	←	Strategic Director of Resources	Head of Finance
2	CRR031	Delivery	Capacity & Capability - Recruiting/retaining the skilled staff for new Mayoral Combined Authority (MCA) structures and for the delivery of major new programmes. As the Combined Authority moves into the delivery phase of major programmes, there is a significant need to recruit and retain staff with the right skills to resource this new activity and the associated governance, finance, evaluation and assurance requirements. Prolonged dependence on the Professional Services Framework/interim staff poses a threat to financial sustainability and organisational capability, coupled with a potential knowledge transfer void from consultants to permanent internal employees.	Failure to recruit and retain skilled staff could leading to knowledge disruption, financial implications, dependence on consultants and operational discontinuity. (a) Ability to attract and retain at the right level and specialism, breadth and depth is increasingly difficult in a competitive market and found to be a regional challenge. (b) Time may be needed for new and interim post holders to be fully up to speed which could lead to delays. (c) Failure to recruit the right specialisms in a timely manner risks delivery of milestones in projects and may result in grant funding being handed back to the government, reputational damage and benefits to residents failing to be realised.	4	4	16	(1) 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. (2) The MCA Committee has approved the budget needed to bring the appropriate staff resources into the organisation, with an effectiveness and efficiency review to ensure this is appropriately monitored. (3) A Strategic programme delivery partner and interim posts are being used to ensure we transition to a permanent structure. New permanent appointments have been made to the Corporate Leadership Team in 23/24 and there is a timed plan for permanent recruitment to the remaining senior posts.	3	3	9	←	Strategic Director of Resources	Director of People and Assets
3	R025	Delivery	Moving to the delivery phase and scaling up the capacity and capability across our partners to deliver additional major programmes such as the City Region Sustainable Transport Settlement (CRSTS) and Bus Service Improvement Programme (BSIP).	Capacity to deliver multiple major schemes to the same timescale. Market may not be able to meet the demand of concurrent scheme eg £250m of works in 24/25 Funding awarded by the government may need to be returned. Projects may not have sufficient funding from other sources to realise their benefits. Other projects may be at risk if other funding sources are reallocated.	4	4	16	(1) Commercial Frameworks to enable the supply chain to deliver the scale and volumes required: we have developed our commercial strategy to build our strategic capability across the supply chain, including strategic programme delivery partner (awarded); cost and estimating partner (awarded); soon to appoint our land and property, and legal partner; and soon to go to market for our technical integrator and design/build partners (2) Prioritisation and re-sequencing exercise to minimise concurrent disruption to the network and smoothing demand on the supply chain. (3) Strengthen monitoring of scheme progress and spend through programme highlight reports. (4) Scheme progress and spend forecasts as part of the support and challenge at Programme Review Board monthly. (5) Review of the composition and funding mix of programme, and management of substitution/funding swaps between streams to prioritise, within constraints, based on deadlines. (6) Continue to seek local flexibility of funding	3	3	9	←	Strategic Director of Infrastructure	Director of People and Assets
4	R024	Financial	Levels of Unitary Authority funding from government may impact staff resource and match funding, reducing viability of projects in delivery as well as proposals/business cases in development.	Affected projects may not meet planned milestones and lead to knock on delays to benefit realisation, cost escalation / abortive costs.	5	4	20	(1) Early identification in specifying resources applied, project risk logs and via the Programme Review Board process. (2) Undertaking a portfolio level re-baselining exercise to establish revised and up to date cost outturns and prioritisation, to go back to DfT for CRSTS, and all Infrastructure projects are going through a health check process to establish viability and mitigations needed. (3) Pipeline of proposals to replace unviable projects and realise benefits through alternative schemes. (4) Assurance Framework capable of reacting quickly. (5) UA engagement in reshaping our regional strategy and investment priorities for available funds. (6) Pooling UA and MCA resources to secure economies of scale	4	3	12	↑	Strategic Director of Infrastructure	Strategic Director of Infrastructure
5	CS-R002	Financial	There is a risk that the way that Government funds MCAs, including its approach to levelling up, will result in less funding to support delivery of projects and priorities as some funding schemes come to an end. Reduction in LEP Capacity Funding and Match Funding alongside LEP Integration. Failure to deliver full funding or delays in securing funding through the Investment Fund Gateway Review 2.	MCA capacity is currently largely resourced through time limited funding streams - Mayoral Capacity Fund and Business Rates Retention pilot, CRSTS and BSIP. Without confirmed longer term funding the MCA would not be able to retain high calibre staff, balance its budget or deliver against its priorities.	4	5	20	(1) 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. (2) Progress made in setting the 2022/23 revenue budget to reduce reliance on short term funding streams through more robust recharging to projects (3) Revised structures in development to reflect delivery of CRSTS and BSIP funding streams. (4) Continue the dialogue to make the case to Government for investment in the region (5) Role and Purpose workstream of the Transformation Programme to provide a basis for the future shape and approach to funding of the MCA. (6) Gateway Review Process - Local Evaluation Plan submitted to DLUHC in the process to secure the next tranche of the Investment Fund by 2025.	3	4	12	←	Strategic Director of Resources	Head of Finance Director of Policy and Strategy

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6	R026	External & Relationships	Failure to demonstrate significant progress in delivery of the Transformation Programme	Failure to deliver the Transformation Programme (TP) has a range of risks covering all risk categories in this register. The overarching risks are: government intervention in the CA; ongoing statutory recommendations from our external auditor; potential withholding of future anticipated funding	4	4	16	(1) Following support from SOLACE, the agreement of a Transformation Programme addressing all elements of the VFM report, and continuing engagement with government to demonstrate progress. (2) New TP leadership group in place; detailed delivery plans (with clear delivery dates) for each action in development to ensure progress across all parts of the programme - to be completed by mid November (3) Regular reporting to each MCA Committee and through the Audit and Scrutiny Committees. (4) One year on review planned for March.	3	3	9	↔	Chief Executive	Director of Policy & Strategy
7	WECAR007	Legal & Governance	Given the high proportion of MCA funding that flows through grants 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. Development of a specific fraud risk log for regular review in the service and at Audit Committee. Counter Fraud Policy updated with strengthened reference to grant funding and shared with all staff in October.	2	3	6	↓	Strategic Director of Resources	Head of Grant Management & Assurance
8	WECAR008	Delivery	(1) The actions to address the climate and ecological emergencies aren't sufficient or suitably integrated within the work of the MCA. (2) Decline in national and regional political support for Climate Change action	Unable to minimise the carbon contribution from our investments We won't enable the regional economy and infrastructure to be resilient to climate change. Our reputation will be damaged by not acting to deliver our public commitments Not able to use our influence and investments to support nature recovery. Undermines our ability to meet our 2030 Net Zero and Nature Recovery ambitions.	4	4	16	(1) Under the leadership of the Director of Environment, monitoring of the Climate and Ecological Strategy and Action Plan (CESAP) is now well established. There is a focal point to bring climate impacting proposals and conversations together. Early identification of new opportunities and where delivery is at risk is now embedded. We will create a specific risk log for delivery of the CESAP which will be owned by the Environment Directorate (2) Research and evidence base bringing new opportunities forward, identifying where net zero targets are falling behind and need most focus. Climate and Ecology impact commentary now required for all committee papers to ensure cross organisation visibility and prioritisation. (3) Committee agreement to expand the Green Recovery Fund taking it to £60m with match funding. Alongside this, a specific Environment Risk Register has been developed and includes implementation risks and mitigations. (4) Additional resources needed to scale response to the level required to meet objectives. (5) Investment in public engagement to understand their motivations and willingness to act to support regional leaders in their decision making; continued collaboration with local authorities and other organisations establishing regional environment policy; and continued input into relevant central Government working groups and consultations on related policy initiatives.	4	4	16	↔	Director of Environment	Director of Environment
9	CRR0XX	Legal & Governance	The Combined Authority must ensure that arrangements to safeguard the health and safety of its people are up to date. As the organisation develops, there is a risk that these arrangements may not be appropriate or proportionate.	Employees and other people may have their safety compromised. The MCA could be found in breach of the law.	4	4	16	(1) Health & Safety policy has an interim update to reflect new scope of the MCA and areas already identified where more policy work is needed. (2) Review is planned with Health and Safety Executive expertise to develop detailed policy responses - taking into account the MCA's enhanced delivery role and the management of 70 Redcliff Street.	4	3	12	↔	Chief Executive	Director of People & Assets
10	WECA-R003	External & Relationships	As the Mayoral Authority Combined Authority continues to expand and absorb new responsibilities there is a risk that it's stakeholders and political relationships become more pressured. This could be impacted by forthcoming regional and local elections. This could result in the mayoral ambition not being reflected in the work of organisation.	Ambitions of the Mayor may not be reflected swiftly enough in the strategic and delivery plans of the organisation, hampering the pace of delivery and ability to reach agreement on delivery plans. There is a risk that Committee members may be unable to reach agreement on key proposals The MCA would be unable to realise the opportunities and benefits emerging from the activities and projects. Funding allocations and project delivery would be delayed, increasing costs and damaging relationships and the reputation of the region.	5	5	25	(1) Working towards agreement and publication of a refreshed regional strategy to provide longer term clarity and focus. Seeking to establish a series of in person briefings / discussions with the Metro Mayor & Committee Members on specific topics to ensure a clear steer. (2) Our Assurance Framework is agreed annually and sets out how funding decisions are made. 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. (3) Ongoing activity to build on the relationships with the UAs to support delivery. Political leaders working together on regional priorities to develop a shared position on proposed allocations of available funding streams. (4) Ensuring delivery of the TP elements covering relationships, joint working, regional strategy and priorities and the role and purpose of the MCA. Shared investment priorities and Regional Strategy being developed.	4	5	20	↔	Chief Executive	Director of Policy and Strategy

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11	NEW SC-002	External & Relationships	Failure to deliver Local Enterprise Partnerships (LEP) integration following the government's decision to withdraw central government support for LEPs from April 2024 and transfer their functions to local and Combined Authorities.	Failure to deliver LEP integration will potentially result in Government intervention. Failure to deliver will also pose reputational risk and potential reduction in engagement in and support for the work of the CA by the business community.	5	4	20	(1) Work with CEOS and LEP Chair to shape a proposal (2) Ongoing engagement with LEP business Board members to ensure the business voice is not lost in the interim period. (2) Further proposals put to the Mayor in November	4	3	12	← NEW	Head of Policy and Strategy	Director of Policy and Strategy
12	NEW BS-R022	Delivery	Funding shortfall for delivering key services. Funding for several of the Directorates key services is coming to an end (including Invest Bristol and Bath, Careers Hub and Future Bright). These services are crucial to delivering on Mayoral Priorities and our Business Plan.	MCA unable to fulfil core objectives as set out in its Business Plan creating significant reputational risk.	5	5	25	Where possible existing available funding has been directed to underpin core services. In addition, the Director of Business and Skills is reviewing team structures and making the case for increased capacity via the MCA's budget setting process to help leverage additional funding from regional and national sources to sustain key services into the future (Dec 2023)	4	4	16	← NEW	Strategic Director of Economy and Skills	Strategic Director of Economy and Skills
13	NEW CS-IT001	Operational Systems	Cyber incident resulting in disruption of network and information systems operations and/or theft and disclosure of data and information. Inability to respond & recover from a cyber-attack.	Significant financial and reputational impacts. Significant impact on MCA's ability to deliver. Network and systems disruption resulting in activation of Business Continuity Plans. Potential data breach. Loss of confidentiality, integrity, or availability of information, data, or information (or control) systems.	4	5	20	(1) Various end-point security measures in place (anti-virus, anti-malware, firewalls, intrusion detection and prevention, access control, multi-factor authentication) (2) IT policy review in progress. (3) Backups safeguarded. (4) Ensuring software up-to-date (eg auto-patch for OS) (5) Conduct regular employee training (6) Cyber funding secured, cyber treatment plan in place. (7) Monthly rolling disaster recovery plan in place. (8) Annual health check/penetration testing.	3	4	12	← NEW	Strategic Director of Resources	Director of People & Assets