


Corporate Risk Register


Corporate Risk Register Overview

CRR ID	Category	Risk Description	Score before mitigation	Score after mitigation	Owner
CRR2	Delivery	Funding shortfall for delivering key services in Economy and Skills Directorate including inward investment, Careers Hub and Future Bright.	20	16	Strategic Director of Economy and Skills
CRR6	Delivery	The ongoing economic impacts of international events, government policy and financial market fluctuation	20	12	Strategic Director of Resources
CRR10	People	Ability to recruit and retain existing staff, leading to wider risk of inability to resource the organisation to deliver against its priorities	20	12	Director of People and Assets
CRR5	Financial	Reduction of funding for Combined Authorities and Unitary Authorities impacting on delivering priorities and resourcing programmes	20	15	Strategic Director of Resources
CRR4	Operational Systems	Unable to fully recover services in a timely manner in the event of a disaster. Or unexpected issues limiting or delaying full recovery.	20	8	Strategic Director of Resources
CRR8	Delivery	The actions to address the climate and ecological emergencies aren't sufficient or suitably integrated within the work of the MCA	20	16	Director of Environment
CRR11	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).	20	9	Strategic Director of Infrastructure
CRR12	Legal & Governance	Failure to demonstrate significant progress in delivery of the Transformation Programme	15	12	Director of Policy and Strategy

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1	Ref	Risk Description & Impact	Mitigations in Place	Current Risk Rating			Mitigations planned	Tolerance Risk Rating		
				Likelihood	Impact	Rating		Likelihood	Impact	Rating
CRR2		<p>Funding shortfall for delivering key services Funding for several of the Economy & Skills Directorates key services is coming to an end (including inward investment (Invest Bristol & Bath) Careers Hub and Future Bright). These services are crucial to delivering on Mayoral Priorities and our Business Plan.</p> <p>Mayoral Combined Authority unable to fulfil core objectives as set out in its business plan creating significant reputational risk.</p>	<p>Where possible existing available funding has been directed to underpin core services.</p> <p>In addition, the Strategic Director of Economy 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.</p>	5	4	20	Business Cases to be prepared for Investment Fund and external funding sources including Skills and Inward Investment. For skills, we are targeting the March 2024 Mayoral Combined Authority Committee meeting.	4	4	16
		Risk Owner Strategic Director of Economy and Skills	Action Owner Strategic Director of Economy & Skills	Trend 			Category Delivery / Financial			

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2		Current Risk Rating			Tolerance Risk Rating				
Ref	Risk Description & Impact	Mitigations in Place	Likelihood	Impact	Rating	Mitigations planned	Likelihood	Impact	Rating
CRR6	<p>The ongoing economic impacts of international events, government policy and financial market fluctuation.</p> <p>This creates a volatile operating environment for the MCA. Impacts may include economic, financial, social and policy developments to which the MCA must adapt.</p> <p>Significant impact across all residents and businesses and the ability of the region to generate growth.</p>	<p>Ongoing Mayoral and Corporate Leadership engagement with Government Departments.</p> <p>Ongoing reviews with any significant impacts reflected in the regular reporting to Committee.</p> <p>Ongoing work on inflation impact reported on a quarterly basis with mitigations include utilisation of project contingency, stop, defer, scale back some projects, etc.</p> <p>Tailored support programmes to help businesses accelerate innovation, improve sustainability, and develop employees' skills.</p>	5	4	20	Project rebase lining work to account for the inflationary impact. An update to be taken regularly to the Portfolio Review Board (PRB)	4	3	12
	Risk Owner Strategic Director of Resources	Action Owner Head of Finance	Trend 		Category Delivery				


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Linked Directorate Risks: I-018 & I- 023 Infrastructure, CS-R029 Resources, 35 Environmental

3			Current Risk Rating				Tolerance Risk Rating		
Ref	Risk Description & Impact	Mitigations in Place	Likelihood	Impact	Rating	Mitigations planned	Likelihood	Impact	Rating
CRR10	<p>Ability to recruit and retain existing staff, leading to wider risk of inability to resource the organisation to deliver against its priorities.</p> <p>Not able to recruit staff with sufficient skills and experience. Or retrain existing staff.</p>	<p>Fundamental step change review of the organisation in addition to using specialist recruiters some package considerations and use of interims where appropriate. Applies to both recruiting and retaining. Review of learning and organisational development as well as review of employer brand, in addition to more targeted recruitment to address gaps.</p>	4	5	20	<p>Careers site, rebrand and definition of employee value proposition planned through the HR strategy in 2024/25. Currently completing job families work which will result in clear career pathways to support retention. Exploring shared services with Local Authorities across the region as a way to potentially address this in the 2024/25 financial year.</p>	3	4	12
	<p>Risk Owner</p> <p>Director of People and Assets</p>	<p>Action Owner</p> <p>Director of People and Assets</p>	<p>Trend</p> <p>↔</p>			<p>Category</p> <p>People</p>			


Linked Directorate Risks: I-018 & I- 023 Infrastructure, CS-R029 Resources, 35 Environmental

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4	Ref	Risk Description & Impact	Mitigations in Place	Current Risk Rating			Mitigations planned	Tolerance Risk Rating		
				L	I	R		L	I	R
CRR5		<p>Reduction of funding for Combined Authorities and Unitary Authorities impacting on delivering priorities and resourcing programmes, particularly in the context of -</p> <p>1) Upcoming local and national elections reducing support and decisional slow-down 2) Reduction in the levels of Unitary Authority funding from government 3) Reduction in LEP capacity funding and match funding alongside LEP Integration. 4) Risk to future Investment Fund allocations if adequate evidence is not presented to Government through the Gateway Review 2 process.</p> <p>Less Government funds for MCAs to support delivery of projects and priorities. Not able to recruit the staff we need corporately to deliver against our agenda, leading to the wider risk of inability to deliver / associated reputational risks. Affected UA projects may not meet planned milestones and lead to knock on delays to benefit realisation, cost escalation / abortive costs.</p>	<p>M1) Clear articulation of need, justified with appropriate metrics, in the 2024/25 budget. M2) Significant engagement across the Local Authorities on the budget to support approval. M3) Discussions between regional councils ongoing and a range of options for the potential shape and role of a regional business board have been developed to help inform discussions. M4) Extensive GW2 planning and activity underway to gather data on projects and from strategic consultations. Regular engagement with Government's contractors (SQW) to ensure that progress remains on track. Mid-term reports prepared and submitted Jan 2024.</p>	4	5	20	<p>M4) Proposing to review and enhance data gathering processes to ensure a robust flow of performance information.</p> <p>M4) Propose engagement with DLUHC to understand the specific criteria for unlocking future funding, and to shape future Gateway processes.</p>	3	5	15
		Risk Owner Strategic Director of Resources	Action Owner Director of People & Assets/ M2 Director of Infrastructure/ M3 & M4 Director of Policy and Strategy	Trend 			Category Delivery			

Linked Directorate Risks: I-025 Infrastructure, SC3 LEP Integration & SC6 Gateway Review, Strategy & Communications, CS-R024 Resources – Gateway 2.

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5			Current Risk Rating				Tolerance Risk Rating		
Ref	Risk Description & Impact	Mitigations in Place	Likelihood	Impact	Rating	Mitigations planned	Likelihood	Impact	Rating
CRR4	<p>Risk of not being able to fully recover services in a timely manner in the event of a disaster. Or unexpected issues limiting or delaying full recovery.</p> <p>Significant financial and reputational impacts. Significant impact on MCA's ability to deliver. Business Continuity plans would need invoking.</p>	<p>Monthly rolling disaster recovery plan in place. This tests Disaster Recovery plans for a different service in isolation each month but does not test the scenario of a full restore of all services at the same time. Monitored via the IT Security Forum and Digital Governance Board. Security of IT estate has been improved and the Cyber Treatment Plan is in progress to address cyber security concerns.</p> <p>Business Continuity Plans were reviewed in January 2024</p>	4	5	20	All mitigating action identified has been taken forward	2	4	8
	<p>Risk Owner</p> <p>Strategic Director of Resources</p>	<p>Action Owner</p> <p>ICT Service Lead</p>	<p>Trend</p> <p></p>			<p>Category</p> <p>Operational Systems</p>			

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6		Current Risk Rating			Tolerance Risk Rating				
Ref	Risk Description & Impact	Mitigations in Place	L	I	R	Mitigations planned	L	I	R
CRR8	<p>(1) The actions to address the climate and ecological emergencies aren't sufficient or suitably integrated within the work of the MCA</p> <p>(2) Decline in national and regional political support for Climate Change action</p> <p>Undermines our ability to meet our 2030 Net Zero and Nature Recovery ambitions. Unable to minimise the carbon contribution from our investments.</p> <p>We won't enable the regional economy and infrastructure to be resilient to climate change.</p> <p>Our reputation will be damaged by not acting to deliver our public commitments</p> <p>Not able to use our influence and investments to support nature recovery.</p>	<p>(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.</p> <p>(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.</p> <p>(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.</p>	5	4	20	<p>To address the scale of gap between current investment and future need a future funding and investment plan for climate and nature is required. Planning for this is underway.</p> <p>Creation of a specific risk log for delivery of the CESAP which will be owned by the Environment Directorate.</p> <p>Additional resources needed to scale response to the level required to meet objectives.</p> <p>Continued 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</p>	4	4	16
	Risk Owner Director of Environment	Action Owner Director of Environment	Trend ↑			Category Delivery			

Linked Directorate Risks: I-006 Infrastructure


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7		Current Risk Rating			Tolerance Risk Rating				
Ref	Risk Description & Impact	Mitigations in Place	L	I	R	Mitigations planned	L	I	R
CRR11	<p>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).</p> <p>Capacity to deliver multiple major schemes to the same timescale. Market may not be able to meet the demand of concurrent scheme e.g. £250m of works in 2024/25</p> <p>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.</p> <p>Programme management capability issues could result in project schedules delays, budget overruns, and compromised quality in the deliverables and ultimately the inability to deliver infrastructure portfolio objectives and benefits.</p>	<p>M1) Commercial Frameworks to enable the supply chain to deliver the scale and volumes required. 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;</p> <p>M2) Prioritisation and re-sequencing exercise to minimise concurrent disruption to the network and smoothing demand on the supply chain.</p> <p>(M3) Strengthen monitoring of scheme progress and spend through programme highlight reports.</p> <p>(M4) Scheme progress and spend forecasts as part of the support and challenge at Programme Review Board monthly.</p> <p>M5) Review of the composition and funding mix of programme, and management of substitution/funding swaps between streams to prioritise, within constraints, based on deadlines.</p>	4	5	20	<p>M1) Due to go to market for our technical integrator and design/build partners</p> <p>M6) Continue to seek local flexibility of funding</p>	3	3	9
	Risk Owner Strategic Director of Infrastructure	Action Owner Strategic Director of Infrastructure / Director of People and Assets	Trend	↑		Category Delivery			

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8		Current Risk Rating			Tolerance Risk Rating				
Ref	Risk Description & Impact	Mitigations in Place	L	I	R	Mitigations planned	L	I	R
CRR12	<p>Failure to make significant progress in delivery of the Transformation Programme</p> <p>Failure to deliver the programme has a range of risks covering all risk categories in this register. The overarching risks are:</p> <p>Government intervention in the MCA; ongoing statutory recommendations from our external auditor; potential withholding of future anticipated funding, inability to comply with legal requirements of formal processes and inconsistency of communications.</p> <p>Stakeholder and political relationships may become more pressured as the MCA continues to expand and absorb new responsibilities, particularly in the absence of an agreed regional strategy. This could be further exacerbated by forthcoming regional and local elections.</p>	<p>1) Leads for all transformation actions identified and delivery plans for each action in place</p> <p>2) Date for role and purpose discussions (March) and timeline for completion of action identified (Autumn). This will unlock a range of actions across the programme that are dependent on the conclusion of role and purpose discussions. 1 year on progress report commissioned - providing an independent assessment of progress (due to begin work March 2024)</p> <p>3) Working towards agreement and publication of a refreshed regional strategy to provide longer term clarity and focus.</p> <p>3) Our Assurance Framework is agreed annually and sets out how</p>	3	5	15	<p>Programme of work in process of being established to do a thorough gap analysis on organisational processes - working through the governance board to address issues identified (timing TBC)</p>	3	4	12

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	<p>Failure to reach agreement on key proposals may hamper the pace of delivery.</p>	<p>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.</p>							
	<p>Risk Owner Chief Executive</p>	<p>Action Owner Director of Strategy</p>	<p>Trend </p>		<p>Category Legal & Governance</p>				