

Strategy and Communications Risk Register

STRATEGY & COMMS RISK REGISTER			LAST REVIEWED: 13/02/24		Scores (1-5)						Risk Score after Mitigation (Scores 1-5)					
ID	Category	Date entered on register	Risk Description	Risk Impact	L	I	Priority	Trend	Mitigation & Controls in place and active - Include Timeframes	Mitigations & Controls proposed and planned	L	I	Score	Trend	Owner	Action Owner
SC1	Legal & Governance	19/10/2023	Failure to demonstrate significant progress in delivery of the Transformation Programme	Failure to deliver the programme 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, inability to comply with legal requirements of formal processes and inconsistency of communications	3	5	15	↓	Leads for all transformation actions identified and delivery plans for each action in place  For Jan Committee - actions no longer requiring transformation focus identified  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 24)  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)	All mitigating action identified has been taken forward	3	4	12	←	Director of Policy & Strategy	Head of Policy
SC2	Reputation	19/10/2023	Failure to deliver a revised Regional Strategy	Failure to deliver the revised strategy will impact the ability of the CA to plan for the future in an integrated way. It will also reduce the region's ability to provide a consistent voice articulating it's ambition and vision for the future.	4	4	16	↓	Programme of regional engagement anticipated for Q1 of 2024	Engagement with political leaders during Q1 and Q2 to inform direction	3	3	9	←	Director of Policy & Strategy	Head of Policy
SC3	Reputation	19/10/2023	Failure to deliver LEP integration	Failure to deliver LEP integration will potentially result in the CA not receiving a limited amount of funding from Government.	4	3	12	↓	A range of options for the potential shape and role of a regional business board have been developed to help inform discussions (latest options set out in Jan 24)  Officers seeking further guidance from Government on next steps (Feb 24)		4	3	12	←	Director of Policy & Strategy	Head of Policy
SC4	Legal & Governance	22/01/2024	Agreeing approach to offer from Government for further devolution	Failure to agree approach to future devolution potentially limits the impact devolution can have in the West of England	3	4	12		Metro Mayor and other leaders have considered Level 4 devolution offer and concluded that the offer is attractive but that further consideration is required before progressing.	Continuing engagement with Government to ensure West of England regional ambition is understood.	3	3	9		Director of Policy & Strategy	Head of Policy
SC5	Delivery	18/10/2023	The Combined Authority has the duty to produce a Spatial Development Strategy (SDS), alongside promoting the establishment of a Joint Assets Board (JAB) for the West of England. All work on the SDS was halted in May 2022, with the running of the JAB paused .	The organisation could be challenged for not progressing work in this space and may be less likely to receive government funding through programmes such as One Public Estate. There is also a risk to the individual UAs' emerging local plans at examination if we cannot demonstrate a clear regional position of working together.	3	4	12	←	Following UA discussions with the Planning Inspectorate, we have agreed a Statement of Common Ground with our constituent UAs confirming the MCA's position on the SDS and our support for the UAs to proceed with their local plans. We are exploring working-level informal engagement with key public sector stakeholders to mitigate the OPE funding risk and identify joint-working opportunities.		1	4	4	↓	Director of Policy & Strategy	Place Strategy Service Lead

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SC6	Financial	20/10/2023	Gateway Review: risk to future Investment Fund allocations if adequate evidence is not presented to Government through the Gateway process. This covers evidence from strategic consultations, project monitoring, and project evaluations	If the CA does not successfully provide evidence for the Gateway Review, the Government may not unlock the next £150m tranche of Investment Fund allocation, or future allocations. Short of that outcome, there is also a risk of reputational damage if the evidence shows limited impact of projects or of partnership working	4	5	20	→	Extensive 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 '24.	Request for additional funding for project evaluations were brought collectively as change requests to January 2024 Committee. Proposing to review and enhance data gathering processes to ensure a robust flow of performance information. Propose engagement with DLUHC to understand the specific criteria for unlocking future funding, and to shape future Gateway processes.	2	5	10	→	Director of Policy & Strategy	Principal Economist
SC7	Delivery	20/10/2023	Evaluation: risk that the CA does not effectively learn from the delivery of projects and embed that learning into future strategy and policy development	Not learning from delivery presents the risk that future proposals will not maximise the potential impact of regional investment, or will continue unsuccessful schemes.	4	3	12	→	Engagement across CA to understand existing evaluation plans. Engagement with FTZ Knowledge Hub proposal to consider role in sharing learning in future. Evaluation planning underway for Gateway Review and CRSTS	Renewal of the CA M&E framework to agree and set out clear expectations on projects to conduct evaluation, and provide routes to embed lessons into future planning.	2	3	6	→	Director of Policy & Strategy	Principal Economist
SC8	Reputation	20/10/2023	Organisational impact: a risk that the CA cannot effectively set out the impact we have delivered for residents	Being unable to set out the progress that has been achieved across projects, and the collective improvements in planning and partnership working in the region, will undermine the CA's reputation to deliver improvements for residents. It also risks undermining the case for further devolution or future funding settlements.	4	3	12	→	Research planned through Gateway Review and CRSTS will provide evidence to demonstrate the impact of the organisation. Mid-term Gateway evidence in Jan '24, with full evidence in July 2025.	As discussed above, proposed review of project data gathering. Work across Corporate Performance and Analysis teams to identify requirements for demonstrating impact and putting in place steps to deliver, including consistent metric framework across projects.	3	3	9	→	Director of Policy & Strategy	Principal Economist
SC9	Delivery	20/10/2023	The Regional Evidence Portal pilot is not successful, or is unable to develop an appropriate business case for continued operation	DEFRA requirements against the Local Nature Recovery Strategy may not be met, risking reputational damage and reducing the impact of the LNRS. And if the portal does not function as intended, it may not allow a full assessment of the potential value of wider provision of data to partners.	3	2	6	→	Procurement completed to provide high quality service is available for pilot.	Launch nature portal spring '24. Initiate project to explore other use cases, including establishing a steering group with UA partners to identify valuable uses of the portal.	2	2	4	→	Director of Policy & Strategy	Principal Economist
SC10	Delivery	20/10/2023	There is a risk that the Combined Authority may not have an adequate dedicated team for consultations and engagement.	Ineffective stakeholder engagement, possible miscommunication or missed consultation opportunities, and potential delays or inefficiencies in projects due to lack of dedicated engagement.	3	4	12	→	Recruitment underway of additional resource in the infrastructure comms team, where the majority of consultations are planned. Engaging with Environment engagement specialist to support planned public consultations.	Use of agencies to bolster resources, resource dedicated to maintaining stakeholder lists and responding to queries.	2	3	6	→	Marketing Manager	Corporate Communications and Marketing Manager
SC11	Reputation	20/10/2023	There is a risk that, without a consistent vision, and a clear and unified transport branding strategy, we may fail to effectively engage and communicate with the public about our various activities.	Leading to a decreased public engagement, poor user experience, limited project reach. Also, the reduced income from customers will reduce the funding towards operating costs.	2	3	6	→	Hugo Barnes joined as Project Manager of the new transport brand rollout. Approval of new brand and roll-out to new infrastructure and projects has been achieved. On-going work to implement the brand wider and on all buses as per the BSIP requirement		1	3	3	→	Marketing Manager	Project Manager
SC12	Delivery	24/10/2023	There is a risk of failure to deliver digital transformation commitments in the Digital Plan and anticipated in the BP 23/24, particularly digital connectivity targets as re-enforced by the Mayor	Mayoral target not delivered Undermining of CA's reputation to deliver improvements for residents Ongoing exclusion of residents from digital participation in essential and optional digital services Loss of business growth	3	3	9	→	Working to establish resource for digital infrastructure delivery both in terms of capacity, but also capability, as soon as possible and present to CLT. Established call off contract with external digital consultants and recruiting 1 PO. Continuing to work across the authority to Transport in particular to increase understanding of internal synergies and potential for resource sharing.	Obtain additional resource from Investment Fund via business case for digital office (working title)	2	3	6	→	Director of Policy & Strategy	Head of Strategic Innovation

High (15 -25)
Medium (8-14)
Low (1-7)