



Corporate Risk Register 2022-23

July 2022



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METRO MAYOR
LIVERPOOL CITY REGION

Corporate Risks



Accountability

There is risk that the Combined Authority does not develop and maintain sufficient capacity to deliver its obligations and responsibilities.



Resilience

There is a risk that the Combined Authority fails to develop and maintain robust arrangements to ensure business resilience and continuity.



Environment

There is a risk that the City Region does not achieve its ambition of being net zero carbon by 2040.



Transport

There is a risk that the role of transport in supporting the social, economic and environmental objectives of the City Region is not maximised.



Economic Prosperity

There is a risk that the Combined Authority does not contribute positively to economic prosperity within the City Region.



Financial Sustainability

There is a risk that financial pressures will impact negatively on the financial sustainability of the Combined Authority.



Risk 1: Accountability- There is risk that the Combined Authority does not develop and maintain sufficient capacity to deliver its obligations and responsibilities

Risk Owner: Executive Director of Investment and Delivery

Controls:

- Assurance Framework approved by Government
- Delivery track record, for example Getting Building Fund, Adult Education Budget, Households into Work
- Use of 'single pot' approach with freedom and flexibility to manage funding deadlines
- Regular reporting of performance to relevant delivery boards to identify and resolve barriers to delivery
- Annual conversation with Government and associated feedback
- Resource funding to support delivery of projects

Risk 1: Accountability

Actions:

- Strengthen collaborative approach with Local Authorities to support and develop their delivery capacity and encouraging the use of the pre-development funding offer
- Using opportunities to develop a shared vision with Local Authorities
- Explore internal capacity and identify responsibilities and/or key roles including consideration of shared resources (procurement, legal etc)
- Develop delivery infrastructure for future funding projects



- Residual Score:

16

- Next Review:

September
2022

- Progress on completion of actions within timescale:

Amber



Risk 2: Resilience - There is a risk that the Combined Authority fails to develop and maintain robust arrangements to ensure business resilience and continuity

Risk Owner: Executive Director of Corporate Development and Delivery

Controls:

- Suite of supporting ICT policies
- Business continuity arrangements detailed in Business Continuity Policy
- Regular business continuity desk top exercises
- Member of the Local Resilience Forum (LRF)
- Cyber Essentials Plus accredited
- Internal Resilience Group established

Risk 2: Resilience

Actions:

- Business Continuity Management (BCM) training package to be scoped and agreed
- Quarterly report to be drafted to provide Directors update information on BCM plans and activities in each service area
- Develop and agree reporting process for Chief Executive on all BCM plans and activities
- Deliver the Cyber Security Action Plan
- Cyber risk training to be scoped and rolled out to ELT and relevant officers



- Residual Score:

20

- Next Review:

September
2022

- Progress on completion of actions within timescale:

Amber



Risk 3: Environment - There is a risk that the City Region does not achieve its ambition of being net zero carbon by 2040.

Risk Owner: Executive Director of Policy, Strategy & Government Relations

Controls:

- 'Pathway to Net Zero' document published
- Lobbying of Government for funding
- Development of sustainable transport solutions
- Net Zero Delivery Board established
- Climate partnership involving external partners
- Climate and renewable energy portfolio role established

Risk 3: Environment

Actions:

- Net Zero Carbon approach to all policy development and SIF projects to be implemented
- Develop an affordable Net Zero delivery plan for 3-5 years
- Establish next phase of tidal project in conjunction with other renewable clean sources
- "Stock" risk to be added to all service risk registers for consideration by Senior Leadership Team and Project Lead Officers
- Develop a Net Zero performance monitoring framework
- Roll out climate literacy training across all Directorates
- Develop a delivery plan for the de-carbonisation of the CA estate



- Residual Score:

20

- Next Review:

September
2022

- Progress on completion of Actions within timescale:

Amber



Risk 4: Transport - There is a risk that the role of transport in supporting the social, economic and environmental objectives of the City Region is not maximised

Risk Owner: Executive Director of Place

Controls:

- Delivery Boards established which include regular reporting on performance to identify and resolve barriers to delivery of key projects
- Directorate Plan that aligns to corporate priorities
- Service specific plans to both manage business as usual and new project activities
- Qualified and expert staff delivering a range of transport-related services, including overseeing and operating the rail network, the bus net work, the active travel net work, the key route network (including tunnels) and the Mersey Ferries
- Appropriate level of resource / capacity identified (See Actions)
- Ongoing work with transport partners / operators to maintain and improve service delivery
- Established business continuity and contingency plans for directly operated services
- Recording and monitoring of use across all modes, changing services to reflect demand

Risk 4: Transport

Actions:

- Work with Executive Director Corporate Development and Delivery to establish interconnecting activities on resilience relating to transport
- Ensure transport solutions align to the wider Place agenda
- Improve evidence and intelligence to prioritise schemes /services and make evidence-based decisions
- Develop an investment programme on directly operated assets to ensure service continuity
- Maximise potential of digital technology on the transport network
- Seek solutions to issues that are not mode specific - joined up approach to build capacity and resources in the right place to ensure delivery objectives are met
- Ensure that all transport activity and investment strives to contribute to Net Zero ambition



- Residual Score:

20

- Next Review:

September
2022

- Progress on completion of actions within timescale:

Amber



Risk 5: Economic Prosperity - There is a risk that the Combined Authority does not contribute positively to economic prosperity within the City Region

Risk Owner: Executive Director of Investment and Delivery

Controls:

- Plan for Prosperity sets out priorities for economy and investment
- Government engagement to ensure understanding of funding streams required to support economic recovery and influence prosperity
- Delivery Boards established
- Assurance Framework
- Evaluation Framework

Risk 5: Economic Prosperity

Actions:

- Embed Plan for Prosperity and keep under review so that content remains current and relevant
- Increased engagement with private sector, ensuring increased partnership/investment in recovery/growth projects
- Develop and deliver recovery/growth projects on prioritised basis
- Horizon scanning for funding opportunities to support economic recovery
- Develop longer term view and strengthen linkages to the Investment Strategy



- Residual Score:

20

- Next Review:

September
2022

- Progress on completion of actions within timescale:

Amber



Risk 6: Financial Sustainability - There is a risk that financial pressures will impact negatively on the financial sustainability of the Combined Authority.

Risk Owner: Executive Director of Corporate Services

Controls:

- Budget monitoring and reporting processes
- Reserves Policy and strategy for use of reserves
- Constitution and Financial Procedure Rules in place
- Income and expenditure controls
- Delegated Authority and Scheme of Delegation in place
- Financial risk and reserves embedded into reporting
- SIF Assurance Framework

Risk 6: Financial Sustainability

Actions:

- Progress towards medium term financial planning
- Develop organisational approach to maximisation of income and identification and delivery of budget efficiencies
- Investigate opportunities for commercial income
- Develop sustainable models for addressing the cumulative financial risks associated with evolving methods of transport delivery
- Ensure consideration given to inflation rises, increased cost of living, energy crisis and value for money, especially in respect of Procurement and Investments



- Residual Score:

20

- Next Review:

September
2022

- Progress on completion of actions within timescale:

Red