

Risk Management Action Plan Status Report: Oct 19			
Strategic Risk	Risk Owner	Status of Action Plan	Qualifying Comments
<p>Financial & Asset Management Cause: Failure to create, maintain and develop an effective strategic and operational approach to financial & asset management Event: may have the consequence of the MCA being unable to adequately manage its resources and demonstrate compliance with statutory obligations, Consequence: resulting in potentially poor financial management, accountability, transparency and ultimately a failure to achieve intended outcomes.</p>	Mike Thomas	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	The Risk Management Action Plan previously recognised that the expansion of SCR's programme had started to create issues for the operating model for Procurement. A 'Procurement Arrangement's Internal Audit was undertaken and the recommendations from the audit will feed into this action plan. An interim CFO/S73 Officer commenced in post at the end of Sept and will take forward actions relating to group financial systems.
<p>Programme Performance & Portfolio Management Failure to create, maintain and develop an effective strategic and operational approach to programme performance and investment management may have the consequence of the CA being unable to adequately manage activity and demonstrate the effectiveness of its investments. This would result in poor performance, poor accountability and a lack of transparency, potential loss of grant and future funding compromised and, ultimately a failure to achieve intended outcomes.</p>	Ruth Adams	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	Commissioning Officers are working with project promoters to improve options appraisals in business cases. The Programme Performance Unit will be represented on the Finance System Update project to ensure the programme management requirements are considered appropriately. Thematic dashboards are now being produced for each area to allow ensure high level programme risks are managed at thematic board level.
<p>Reputation Management Failure to create, maintain and develop an effective strategic and operational approach to engaging, communicating and influencing stakeholders and partners on a local, national and international level. This could result in less effective engagement and missed opportunities and as well as misaligned objectives and outcomes potentially being delivered that have not taken into account the views of those affected by changes. A consequence of this could be that SCR's reputation doesn't reflect successes or future ambitions to deliver the Growth Strategy in partnership with stakeholders, including partners and residents.</p>	Ruth Adams	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	An overall communications and marketing strategy for SCR, incorporating the work and priorities of the Mayor, Mayoral Combined Authority, and Local Economic Partnership, is currently being devised. Once this work has been completed an updated Reputation Management risk register will be produced which addresses the risks associated with the new strategy.
<p>Decision Making & Transparency Failure to have in place clear, defined, effective decision-making processes that are in line with transparency rules and public accountability obligations may have the consequence of the MCA potentially making poor and questionable decisions, leading to a loss of stakeholder and partner confidence and ultimately a failure to achieve intended outcomes.</p>	Steve Davenport	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	We will be producing a summary of the Scheme of Delegation to ensure officers have clarity on decision making. The processes around recording decisions made by Statutory Officers within the limits of the Scheme of Delegation is being considered.
<p>Ethics & Integrity Framework Failure to create, maintain and develop an effective strategic and operational approach to embedding high levels of ethical standards which may have the consequence of the MCA being unable to identify and eliminate fraud and bribery, and ensure transparency, resulting in corrupt or improper practices leading to compliance issues, potential reputational damage, loss of grant and ultimately a failure to achieve intended outcomes.</p>	Stephen Batey	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	The role of the independent Chair is being embedded into the Appraisal Panel. The approach to anti-fraud and bribery training is being considered.
<p>Information Assurance Failure to create, maintain and develop an effective strategic and operational approach to information governance having the consequence of the MCA having the inability to manage and secure its information assets and systems potentially resulting in poor decision making, security breaches non-compliance and ultimately a failure to achieve intended outcomes</p>	Ruth Adams	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	Information Asset Registers will be reviewed in the next quarter.
<p>Audit & Scrutiny Arrangements Failure to have in place effective audit and scrutiny arrangements which may have the consequence of a lack of assurance that the MCAs affairs are administered in a proper and effective manner, resulting in poor accountability, transparency and ultimately a failure to achieve intended outcomes.</p>	Steve Davenport	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	We are reviewing the protocols and processes in place for Scrutiny in order to implement best practice following the issue of MHCLG statutory guidance. An induction pack/handbook for Audit Committee members has been drafted and awaits sign off.
<p>Business Continuity Management Failure to have in place an adequate, effective approach to business continuity management having the consequence of the MCA lacking resilience to factors that could affect objectives, operations and infrastructure and the ability to recover and continue to deliver its intended outcomes in the instance of a negative event or operational disruption.</p>	Ruth Adams	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	The BCP has been updated to reflect recent line manager changes/responsibilities. The draft document will be taken to the senior management team meeting in October for approval.
<p>Risk Management Failure to create, maintain and develop an effective strategic and operational approach to risk management that would have the consequence of the MCA being unable to actively identify, assess and manage threats and opportunities resulting in poor decisions and a failure to achieve intended outcomes.</p>	Dave Smith	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	The current activity to refresh of job profiles will incorporate risk management responsibilities and training requirements will be identified.

<p>Leadership & Organisational Capability Failure to have in place an appropriate organisational structure and leadership and to create, maintain and develop an effective strategic and operational approach to workforce recruitment, development and reward, that may have the consequence of the the MCA being unable to have in place a structured, skilled and empowered workforce resulting in a lack of organisational capability and a failure to achieve intended outcomes.</p>	Dave Smith	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	SCR's Mission, Vision and Corporate Plan have been developed these reflect undertaken to identify organisational values and behaviours to ensure there is a clear interpretation and translation into the achievement of strategic goals. A piece of work is underway to design bespoke SCR processes for recruitment and appraisal & review. This is scheduled to complete by the end of Oct. Work is also underway to review all job descriptions and person specs . These will then be mapped to an agreed competency framework. A leadership development programme is currently being scoped.
<p>Compliance Failure to create, maintain and develop an effective strategic and operational approach to ensuring legislative, regulatory and statutory compliance may have the consequence of the MCA being unable to adequately demonstrate adherence to legal, regulatory and statutory duties.</p>	Steve Davenport	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	We will ensure any changes to legislation, as a result of Brexit, are implemented accordingly e.g. Data Protection legislation, tendering rules, state aid.
<p>Organisational Performance & Viability Failure to create, maintain and develop an effective strategic and operational approach to managing the performance of the organisation and to ensuring organisational viability having the consequence of the MCA being able to adequately manage and demonstrate the effectiveness of its service, and to be able to foster the sustainable development of the organisation. This could result in potentially poor performance, reputational damage, a failure to meet intended outcomes and longer term goals.</p>	Dave Smith	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	Short term budget challenges are being addressed. Longer term sustainable financial situation dependent on Devo settlement and successor funding for LGF. Live debate regarding potential SEP targets.
<p>Strategy-Led Prioritisation Failure to create, maintain and develop an effective strategic and operational approach to setting the SCR agenda for economic growth and identifying and validating transformational schemes that deliver maximum growth, having the consequence of the MCA being unable to deliver potentially game-changing projects which would have the impact of the MCA not capitalising on opportunities that could bring about most change.</p>	Dave Smith	Overall on track - we are actively monitoring the progress of the action plan in order to manage the risk by established risk management processes.	Timescales for the production of the SEP have been revised - the draft SEP was originally scheduled to be presented to the LEP Board in Sept, this is now scheduled for Nov.