

Corporate Risk Register - Culture Risk Details

Cause

An inappropriate culture (officers and members) can lead to a dysfunctional culture, recognised in the Best Value Notice (Jan 24).

Effect

Impact on delivery of decisions, demotivation of officers and partners.

Risk Score

SCORING			
	INHERENT	RESIDUAL	TARGET
Impact:	5 - Critical	3 - Moderate	2 - Minor
Likelihood:	3 - Possible	3 - Possible	3 - Possible
Priority:	22 - Very High	13 - Medium	8 - Medium

Controls

- Governance review underway as part of Improvement Plan.
- Regular staff engagement and surveys have shown progress on organisation culture and the CIVIL values have been agreed. Next stage of Improvement Plan is further embedding the culture of the organisation including the Board.
- Ongoing engagement with Members and Officers to display appropriate behaviours. Evidence pack to IIB and DLUHC has been developed and is a live document being added to as and when stakeholder engagement and delivery takes place. Appraisals now include a section to review individuals value and behaviour performance
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Actions

- Funding was secured from LGA to help develop constructive discussions between members. Allocated for training March 23
- Regular staff engagement and surveys have shown progress on organisation culture and the CIVIL values have been undertaken on four occasions this last year.
- Ongoing engagement with Members and Officers to display appropriate behaviours.
- Appraisals now include a section to review individuals value and behaviour performance
- Evidence pack to IIB and DLUHC has been developed and is a live document being added to as and when stakeholder engagement and delivery takes place. The evidence pack is shared in advance of each IIB meeting.

Training course completion as per below:

Phase 2 - Member Based Activity Highlights:

The member induction pack was refreshed to include references to the Combined Authority's CIVIL values and expected behaviours. This was underpinned with member induction sessions and other training sessions for members which were attended as follows:

Session	Date	Number of Members in attendance
Audit and Governance Induction	08-Jun-23	3
A&G - Financial Management	09-Jun-23	6
Environment and Sustainable Communities Induction	12-Jun-23	7
Overview and Scrutiny Workshop	13-Jun-23	9
Transport and Infrastructure Induction	14-Jun-23	7
Member Induction	22-Jun-23	39
Skills Induction	03-Jul-23	7
KPI Training	13-Jul-23	14
A&G Training - Subsidiary Companies	09-Oct-23	7
Board Development - MTFP and Corporate Plan	18-Oct-23	6
Effective Committee Skills	25-Oct-23	22
O&S Training - Subsidiary Companies	06-Nov-23	7
Budget Scrutiny	22-Nov-23	8
A&G Training - Cyber Security, Data Protection, Freedom of Information	04-Dec-23	6
Code of Conduct	06-Dec-23	19
Effective Committee Skills	16-Jan-23	13
Chair Skills	21-Feb-23	23

Phase 3 - Member Based Activities

In phase 3 of the Improvement Programme, further work to support members in their roles has taken place and continues. This includes support sessions and other activities being undertaken between the LGA/IIB and CA Board Members. It also includes a schedule of induction and training sessions as follows:

Session	Date	Number of Members in attendance
A&G Induction	11-Jun-24	6
Environment and Sustainable Communities Induction	12-Jun-24	TBC
Overview and Scrutiny	17-Jun-24	8
Skills and Employment Committee Induction	17-Jun-24	7
All Member Induction	19-Jun-24	13
Differences between CA and LA	26-Jun-24	13

Cyber Security and Data Protection	Date TBC	
Member Code of Conduct	11-Jul-24	
Procurement	16-Jul-24	
Equality, Diversity and Inclusion-Part 1	12-Sep-24	
Equality, Diversity and Inclusion-Part 2	07-Oct-24	
O&S Budget Training	06-Nov-24	
Training session TBC - based on member feedback	09-Jan-24	

Comprehensive information about member training sessions can be found in the [Member Training Prospectus](#), accessible through the [Members' Hub](#). Additionally, the hub provides various other valuable supporting documents to assist members in their diverse roles.