Image: sector     Image: s	Risk Owner Escalation Required? Date Closed	Risk Owner	Comments/Notes /Assumptions	Residual R AG score	Impact (1- 5)	Likelihood (1-5)	Date Action Closed	Action Owner	- Mitigation Action (New Controls)	Mitigation Plan (Current Controls)	Date Last Review	Inherent RAG score	Impact (1- 5)	Likeli hood (1-5)	Risk Proximity	Risk Status	Risk Type	Effect(s)	Risk Event	Cause(s)	Date Date Identified	Corpora
Image: Sector	rector of elivery & NIA Strategy	Director of Delivery & Strategy	CCC (Key delivery partner) now introducing project management approach, but at an embryonic stage. Cost and timing risks still crystallising on legacy projects.	Total 12		3		Members, PMO, Project	supply chain (vii) achieving increased clarity about roles and responsibilities in the partner landscape (viii) targeted Mayor-level political engagement with	Close working with delivery partners through best-practice project and programme management. Political and senior leadership engagement with effective escalation of issues.	09/06/2021	Total	4	: 5	Imminent	Open	Strategi	Projects are not delivered on time, budget, or to the required standard.	External delivery partners do not meet deadlines, budget or qualitative requirements of their agreements with the Combined Authority.	External delivery partners unable to deliver on agreed commitments to CPCA projects.	01/09/2019	1
1     2     3     3     3     5	Chief ecculives N/A	Chief Executives		•		4		Chief Executives	The Directors meet weakly and are responsible for signing off recruitment to net posts. The VR least has been increased to separat the organizational structure and recomment of candidates of calative. There are set and recommendational structure are system of mostly unplot highlight reporting. The enables Directors to show a resources highlight risk project. We are in the proceeding of standarding concentration to highlight risk project standards or concentration to highlight responses to a standards or concentration to highlight risk project standards or concentration to h	HR function to allow recruitment of additional transport function.	09/062021		2		Close	Open	Strategi	known changes of transferring of the transport teams from PCC and CCC. Including changes in SLA requirements.	Lack of structural resilience / insufficient internal resources	Change in government policy around devolution	01/09/2019	6
i     i	usiness & N/A Ills [Brexit	es Director of Business & Skills [Brexil Lead]	to a new GVA figure. With the advent of a trade deal the main residual risk relates to the long term reduction in attractiveness of the UK as an inward investment	•	2	2		Business & Skills	business sentiment and impacts. Weakly monitoring of buildens from MCHLO, BEIS, HIMPC to ensure information is accurate and up to date, exceptining funding streams relevant to need Engagement Wh.LEP Network and CLGU on funding for additional resources. Mention for possible impacts resulting from the Trade Deal.	Engagement with business organisation (FSB, CBI etc.) stakeholders to augment resources, including business advice and monitoring of santiment busings characteristic and accouncil necessive stratug frame tooth COVID and BENT the stimulate growth in tablinely uneffected trime and sectors, white eliviating the images for those stfected by the table deal	09/062021	8	4	2	Close	Open	Strategi	Potential financial uncertainty and economic instability leading to insufficient investment in priority projects in the short term.	Potential impact of Break on delivery of the Combined Authority's Growth Ambition Programme in the short term.	Potential impact of the new Trade Deal with the EU on delivery of the Combined Authority's Growth Ambition Programme (A)	01/09/2019	7
v   vol   vol<	of Finance Officer N/A	Chief Financi Officer		•	2	2		Directors	Business Case approval by CPCA Board and Stakeholders	agenda. Getting Board agreement and matching resources will help get a coordinated approach to priorities and bidding for resources. Funding sources have been identified for key sources and CPCA resources	09106/2021	9	3	3	Close	Open	Financia	Innovative Funding strategies if they are to progress. CPCA funding has been used to devide the feasibility and Strategic Outline Business Cases/Outline Business Cases for such schemes. CPCA funding is intended to act as a catalyst and an enabler in bringing these schemes forward.	Ambilious and long stalled programmes can not proceed due to lack of government funding and or private investment.	Absence of funding of historic ambilious and long stalled Programmes	01/09/2019	8
Image: Sector	of Finance Officer N/A	Chief Financi Officer		3	3	1		Finance Officer	y. Monthly Budget monitoring reports to All business cases for capital spend is approved at Board CPO and Monitoring Officer for spin of all business cases and reports de Corporate approach to Monitoring & Evaluation and Action.	A comprehensive Medium Term Financial Plan was approved at Board in January witch focussed on refineshed priorities to support ecconniis recovery. Regular Financia and bodger updare propriora we provided to Committees and to the CPCA Board. Internal Management reporting is being developed alongside the PMD highlight reports.	09/06/2021	5	5	1	Imminent	Open	Financia	that sets out how resources will be deployed and managed within. This is fundamental to any proper management process and any reporting that will be required by CPCA Board, Stakeholders and Government. Without this, no prioritisation takes place and there is no clear measurement of outcome v	Absence of Resource Planning & Financial Management	Lack of Resource Planning & Financial Management practices	01/09/2019	10
solution	elivery & N/A	Director of Delivery & Strategy			•	2		Members, PMO Programm e Manager, Analysis	g. CMT members to seek intelligence from MHCLG about potential notification of the review outcome. PR to brief Communications team.	good management and value for money delivered through Gainshare funding. External and internal communication plans to manage either positive or	09/06/2021	15	5	ıg 3	Approaching	Open	3 Strategi	The Combined Authority is unable to access Gainshare funding	Access to Gainshare funding called into question by the Gateway Review evaluation of Gainshare	Fist 5 Year Gateway Review of Gainshare Funding (Mar 2021)	01/09/2019	13
Image: Section of Section Sectin Section Section Section Section Section Section Sectio	Chief N/A	Chief Executives			•	3		Chief Executives	Communication with both suppliers and delivery partners tail. All Combined Authority staff are new working from home, with support for remote meetings, Developed on digital sustemation on virtual exhibitions and online Committee / Board meetings. Liation with suppliers to ensure continuity of supply chains. Liation with delivery patterns to ensure continuity.	Dev eleget a business contruly plan based on technological advances (digital surface and match)	09/06/2021	16			Imminent	il Open	Operation	Potential absence of significant numbers of Combined Authority staff undermiting the ability to transact the operational business of the Combined Authority	Disruption to the operation of the Combined Authority	Covis-19 Pandemic (A)	01/03/2020	14
Image: Section of the sectin of the section of the section of th	Chief N/A	Chief Executives				3		Chief Executives	ton Meccanery Grap, I and SCG (Strategic Recovery Grap) - weekly transport Meccanery grap, Megrad from Megrad from Charte decommit: recovery grap Charte decommit: recovery grap Load accommit: recovery strategic - 418 Imitgening adult.	Following government guidelines and working with local resilience forum to plan the recovery and restoration of services.	09106/2021	16			Imminent	Open	Strategi	Economic impact of lockshow in response to Covid 10 may have enginediations for future gave eminant funding and for economic activity within the Contained Authority was in the short term.	Disruption of the delivery of the Combined Authority objectives in regard to the short term economic objectives	Coviá-19 Pandemic (8)	01/03/2020	16
No. <td>xecutives ind Chief N/A</td> <th>Chief Executives and Chief Finance Officer</th> <td></td> <td>9</td> <td>3</td> <td>3</td> <td></td> <td>Director of Delivery &amp; Strategy</td> <td>(1) Ensuring comparace with CP-CA project management guidance (n) Monthly project highlight reporting (iii) Monthly budget monitoring (iv) creation of a Transport Programme Board (v) stronger discipline around the composition and working of project boards for individual projects (v) regular project reporting to Board and Committees (v) review of historics overums to establish cause. (vii)</td> <td>partners to ensure effective communication, early warning, and timely and effective escalation of issues. Particular focus on the relationship between</td> <td>09/06/2021</td> <td>15</td> <td>3</td> <td>5</td> <td>Imminent</td> <td>Open</td> <td>Financia</td> <td>Authority's ability to manage its finances and could ultimately prejudice delivery of the Combined Authority's Business Plan</td> <td>Unplanned significant increases in costs lead to requests for additional funding to the Combined Authority to enable schemes to proceed.</td> <td>Unbudgeted increases in cost for highways and transport schemes funded by the Combined Authority and delivere by partner agency</td> <td>15/05/2020</td> <td>17</td>	xecutives ind Chief N/A	Chief Executives and Chief Finance Officer		9	3	3		Director of Delivery & Strategy	(1) Ensuring comparace with CP-CA project management guidance (n) Monthly project highlight reporting (iii) Monthly budget monitoring (iv) creation of a Transport Programme Board (v) stronger discipline around the composition and working of project boards for individual projects (v) regular project reporting to Board and Committees (v) review of historics overums to establish cause. (vii)	partners to ensure effective communication, early warning, and timely and effective escalation of issues. Particular focus on the relationship between	09/06/2021	15	3	5	Imminent	Open	Financia	Authority's ability to manage its finances and could ultimately prejudice delivery of the Combined Authority's Business Plan	Unplanned significant increases in costs lead to requests for additional funding to the Combined Authority to enable schemes to proceed.	Unbudgeted increases in cost for highways and transport schemes funded by the Combined Authority and delivere by partner agency	15/05/2020	17
Image: Section 1   Section 2   Section	Chief RecuBives NIA	Chief Executives		8	2	4		Planning Manager, Head of Comms,	at e "egang an imperientation pair for me CHCL recommendations are Communications, especially may an	and recommendations on how to delivery Combined Authority ambitions and to achieve net-zero	09/06/2021	16	4	4	Close	Open	Strategi	Unable to double GVA	Climate change related events, policies and political pressures e.g. policy designed to reduce carbon emissions that restricts growth	Climate Change	31/07/2020	18
Image: Probability Image: Probab		Chief Executives		10	2	5			Baud reports - HTFP re-prioritization Inserts accounts recovery from Ministration of the ISCO (Sindage, Recovery Group) - weekly transport manneer or group. Aller Charle accounts recovery group Load accounts recovery group Load accounts recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted will Covid-19 millipating asks.	Following government guidelines and working with local resilience forum to plan the recovery and restoration of services.	09/06/2021	16			Imminent	Open	Strategi	Encounts moved of academic in moveme to broad 10 may have a Englished for fullhange promised a funding and for accounts activity within the Contained Authority was in the long term.	Dangtion of the delivery of the Combined Authority algoritives in ingard to the long term economic adjustives	Covid -19 Pandemic (C)	11/11/2020	19
Image: biolog     Section of Section Sectin Sectin Sectin Section Section Sectin Sectin Section Section Se	Chief N/A	Chief Executives	business insight being recieved from firms, esp SMEs, that sales are being adversly impacted by new regulations. Need to monitor whether	6	3	2			funding streams relevant to need Engagement with LEP Network and CLGU on funding for additional resources. Monitor for possible impacts resulting from the Trade Deal.	monitor sector and piace impacts of Trade Deal conditions Engagement with business organization (FBR, CBI et al.) statubitions to augment resources, including business advice and monitoring of sentiment forward: Chamber and the statubition of the sentiment of the sentiment Development of an economic recovery strategy from both COVID and BENT that stimulate growth in relatively unefficient frame and excloss, while elvisiting		8	4	1g 2	Approaching	Open	Strategi	Slowing of baseline growth soft ficiently to undernine CPCA commer and planned interventions, rendering them unable to produce enough additive growth to hit the doubling of GVA target	Potential impact of the new Trade Deal on delivery of the Combined Authority's Growth Ambition Programme in the long term	Potential impact of the New Trade Deal with the EU on delivery of the Combined Authority's Growth Ambition Programme (B)	11/11/2020	20
1     1     2     2     2     2     2     2     2     2     2     2     2     2     3	lousing Director	Housing Director	work out practical details for the programme, it's future monitoring and progress reports and providing evidenced claims to enable authorisation	9	3	з		Executives / Housing	ed. e Meetings ongoing with MHCLG to work out the datalis on how the 2021/22 aff ordable housing programme will work. And both	Outcome of review is now known, current programme being closed on 31st March 2021. Board, Committee mentwissen and key stateholders being advised Funding decisions have successfully prioritised on achieving affordable housing state by supporting all those shownes that coalds at on site before end March 2021. MHCIG have indicated a willingness to make further funding available to support a further affordable housing programme for the peich dyna 2021 to March 2022 subject to conditions, the practical arrangements for which are being anxied upon.	09/06/2021	25	5	5	Imminent	Open	Externa	significantly reduced time and capability to deliver target of 2000 houses and the £100m programme within the £170m. Potentially significant reputational damage to CPCA housing	date of £100m Housing Programm from 3 tst March 2022 to 31st March 2021 and potential programme loss of 243 housing units at Northstowe which MHCLG may not recognise.		11/11/2020	21
b     Border     Border    Border     Border	of Finance Officer	Chief Financi Officer		3	3	1		All Directors		Ensure that grant determination letters are explicit in the expectation that capital grant funds will be used only for capital purposes.	09/06/2021	•	3	1g 2	Approaching	Open	Financia	Revenue funding deficit		Delivery partner authorities determining that costs incurred in relation to CPCA capital funded projects shoul not be treated as capital expenditure for the purposes of the relevant finance rules.	06/01/2021	22
N Normal	Chief N/A	Chief Executives Chief Executives	Following the election of Mayor Johnson, programmes/priorities are reviewed.	•	0 0	a = b		Directors			3	8	8	20	Approaching	1	Operation	Impact on funding, contractual arrangements and investor	need - including software and systems, and equipment. Failure to have access to an application/system needed for the delivery of the CPCA project, programme, or service.	2		S
1 <td>ef Finance Officer No</td> <th>Chief Financi Officer</th> <td>Verbal agreement with PDC to continue using their system and support until such time as CPCA have identified and moved to preferred future system</td> <td></td> <td>_</td> <td>2</td> <td></td> <td>CFO</td> <td>Review system options</td> <td>Ongoing discussions with PCC. PCC to provide draft SLA mid-June 2021</td> <td>08/06/2021</td> <td>6</td> <td>3</td> <td>ig 2</td> <td>Approaching</td> <td>Open</td> <td>9 Financia</td> <td>reports and to create statutory returns to government (including VAT). Ability to draft year end financial statements would be compromised. A statutory requirement to keep proper</td> <td>No access to finance systems</td> <td>Financial SLA out of date</td> <td></td> <td>1 1</td>	ef Finance Officer No	Chief Financi Officer	Verbal agreement with PDC to continue using their system and support until such time as CPCA have identified and moved to preferred future system		_	2		CFO	Review system options	Ongoing discussions with PCC. PCC to provide draft SLA mid-June 2021	08/06/2021	6	3	ig 2	Approaching	Open	9 Financia	reports and to create statutory returns to government (including VAT). Ability to draft year end financial statements would be compromised. A statutory requirement to keep proper	No access to finance systems	Financial SLA out of date		1 1
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