	Bia Title											Cause & Effect Inherent Score		Risk Control		Residual Score		Action required							Rink		cost Target Score		
Risk Ref	Risk Title	Date d d	A se	Proximit V	Risk Satus	Risk Owner	Risk Lead	Last Updated	Latest Review Date	Last Reviewed By	Last Review Comments	Cause	Effect	Inheren t Risk Score	Control (mitigation action)	Control Owner	Residual Risk Score	Financial Risk Implication (£k)	Action required	Person responsible	Trend	Assurance	Assurance Action	Date to be implemented by	Date action closed (if applicable)	f Cost of risk control (£k)	Regulre d?	Target Risk Score	Date Closed
2	Future funding	67/63/2022	Financial	Close	Open	RE	cro	26/95/2023	26/05/2023	aro .	fund b) L febus supp supp supp supp supp supp supp s	size funding streams opecially with existing warms coming to an d such as ansforming Ottes nd, housing estiment funds and cal Growth Funding.	Mect financial stability of achieves. Impact on delivery on the devolution deal protection in the scale of the CA ambition. Pause on core funding could impact on the ability of the CPCA to make a balanced budget 2024/25.	z	Sharing risk with partners (how with partners (how with we than sisk with partners) Workshops with partners to work out atternative funding sources C. Liaison with povernment and M10 on potential opportunities	ED Resources and Performance	22		Engage with MIO colleagues to secure new devolution deal with secure new devolution deal with sustainable funding at its core. Activides and outputs being progressed as part of freprovement plan - lecturing development of case for 'bidding' resource	Interim CEO	\rightarrow	3rd line	DLUHC review	End of Sept 2023		TBC	No	13	
3	Workforce/HIR	07/03/2022	Financial	Approaching	Open	PL	AD HR	17/05/2023	17/05/2023	PL	- te Recrissus look permiserial posi consumente	cruitment is a key us for the CA as we for the CA as we for secure manager and key sitions. Although sitions. Although sitions there is still fix to do.	Jeguet of moridance potential job issues and redundancy costs	17	Monthire glanning medipolyment of staff / bemporary contracts. The introduction of statishishment control measures across the CA (covers) bring greater control on vacancies within the organisation and improvements in the HR visitability ment control process and guidance supports this. The HR Bustness Partner will hold regular pulsance supports this.	MR	13		includement register being created, to for ferrightly at IT and is extended to include placened leavers to enable as IT takes a more extended (view on the IT takes a more extended (view on the IT takes). The IT takes to along with flushess Plan (this needs morprovement used), including special suppressed for fine determined industed to funding and effects of The IT takes to the IT takes and effects of Takes of the IT takes and the Takes of the Takes of the Takes of Takes of Tak	· 対象	ţ	2nd line		End of Dec 2023					
21	Financial - Underspend	12/01/2023	Financial	Imminent	Open	RE	ED Resources and Performance	26/05/2023	26/05/2023	RE		programmes o	Underspend damages our credibility with our Members and partners impacting the legisability of the CA as Citius doesn't meet	20	Implementing self service financial reporting which will enable project	cro	17		parker accordingly. Development of directorate self service reports including RAG rating. This work will be supported by corporate project mgt and risk resisten.	RE	\rightarrow	2nd line	Review in conjunction with PMO	End of June 2023		60.00	No	12	
27	HR Operations	17/05/2023	Legal	Close	Open	PL	ED Resources and Performance	17/05/2023	17/05/2023	PL	rest Syst ces	infiguration strictions on Citrus stem support the rieds of 120 strong translation	business needs, too igid (CPCA trying to fit he system rather than system working for	21	Digital review has been undertaken to identify system challenges and issues Ouick wins have been	AD HR	9		calcion subget for new technology circa a sur p. a. Implementation costs circa £50k Budget for business change (review will HE recoverses)	PL	\rightarrow	2nd line	Implementation to be reviewed at the Performance and Risk Committee	End of June 2023		£200,000.00	No	3	
29	Net Zero Hubs	24/05/2023	Reputation	Close	Open	RH	Executive Director for Resource & Performance	24/05/2023	25/05/2023	RH	Delays to procurement Scal of suppliers for HUG2 sche has delayed our HUG Delivery Assurance diffi Chark The project is	ale of change of terms rules between p IG1 and HUG2 is ficult to	Taking longer to produce specifications for technical delivery and for Managing Anapts and Suppliers	21	prioritise completion of the specifications required for procurement market heat them with	RH	21	£2million (funding that would not be drawn down)	all HB recomment Complete the Managing Agent and Turnkey Supplier Specifications Prepare the contracts that align to specifications Market ennounment and tention of Review of Transport programmes	ED Resources and Performance	↑	2nd line		Early June 2023			Yes	7	
1	Inflation	07/03/2022	Financial	Imminent	Open	RE	cro	26/05/2023	26/05/2023	AD Finance	infla circi	short term, staffing all lation is likely to be co ca 5%.	Anents and Surpliers obertial to split risk) inflation core running outs, approx Allim taffing costs will be screeded over time due	23	highlight our position and what will happen without a more sustainable fundion	ED Resources and Performance	20		nervisi or i ransport programmas underway which will allow a greater understanding of spend profile and thus size of inflationary risk that looks/deal nonlarts are subject in business plan agreed at June Board. Further Business Board away day rismoud (6th July)	cro	\rightarrow	2nd line	Review in conjunction with PMO	End of Nov '23		20.00	No	12	
5	Strategy gap	07/03/2022	Strategic	Imminent	Open	NB	ED Resources and Performance	26/06/2023	26/06/2023	ED Resources and Performance	prio aligi - La appe	orities and their griment to resources; ack of strategic as resource? or covernance	objectives as per devolution deal and associated performance measures ons of confidence from	25	Corporate Plan with underplinning MTFP b) Corporate Plan carrieded into Developing an	Policy Team	15		Communication strategy discussed by 6T peeds to be refined and Under the leadership of the interim	Head of Policy	\rightarrow	2nd line		End of Sept 2023				3	
7	Future viability of the CA	07/03/2022	Strategic	Imminent	Open	RB	CEO	26/06/2023	26/06/2023	ED Resources and Performance	exte	actice identified by ternal auditor, DLUHC d BEIS. anging national	our regulatory stakeholders.	25	improvement plan in order to build confidence with central Corporate Strategy	CEO	10		CEO an improvement plan has been developed.	Interim Exector of Transformation - Angela Probert	\rightarrow	3rd line		End of Sept 2023		£750,000.00		•	
6	Climate change	07/03/2022	Strategic	Imminent	Open	AC	Executive Director of Place & Connectivity	08/06/2023	08/06/2023	Strategic Planning Manager	legal position on color colorate related matters continues to evolve and deliving inspecting on potential funding sources for the CA activities.	licy or new evidence impromises the liverability of current spects or of the volution deal sectives	changes leading to either changes to project scopes and/or ability of the CA to ecure national funding.	21	approved with (a) Resilience as one of the corporabe objectives, and (b) climate as one of the six capitals. Next step to embed climate considerations in our work programme as set out in The wider CA finances	Executive Director of Place and Connectivity			Regular progress reporting to Climate partnership (next retg June) and partnership (next retg June) and color of Climate partnership of Climate parameters training, planned for this year. Engage with partners to establish	Strategic Planning Manager	\rightarrow	3rd line	Regular progress reporting to extremal Climate partnership and BSSC Committee	Summer 2023			No	•	
11	University of Peterborough project	07/03/2022	Financial	Approaching	Open	RK	ED Economy and Growth	08/06/2023	08/06/2023	RM	neview of CPCA to clivrolivement beyond the phase 3 leading to the cam creation of an multi subsected campus is under neview. Review of original business case objectives and targets analized created.	mpus and su stainability of the re der ARU Peterborough yect.	lampers the letiverability of the niversity vision and ubsequent corporate eputational impact. thase 2 (R&O Building): inding breants ompleting fitting out not receiving restal	20	are insulated from the performance of Prop Co. 1 and Prop Co. 2 by no tabure expenditure being reliant on financial returns from Prop Co. 1 or Prop Co. 2. Additional equity agreed by all shareholders to support the delivery of phase 3. A review of the future carrous business case	Executive Director of Place and Connectivity	14		programme delivery for future phase () programme business case. Report on the future role of the CA in delivering the campus business case is due to be delivered in Nov 2023.	S FRH	\rightarrow	2nd line		End of Nov 2023		TBC	No	s	
12	Transforming Cities Fund (TCF)	04/04/2022	Financial	Imminent	Open	тв	ED Place & Connectivity	26/06/2023	26/06/2023		to be delivered through GFAs and appropriate governance. DfT have informed the CPCA that the funding will remain		Not spending full allocation of TCF and therefore may have a reputational impact.	21	Assessing the TCF handing programme eround deliverability and cost undertaken. Where schemes will no longe be delivered and there will be a funding gap we will promote alternative schemes to use the funding which the Sustainable Growth Ambition Strategy, TCF and Local Transport &	Head of Transport	13		In CCC and PCC to assess their TCF programme - complete a) 1 detectify funding apar (complete) 3 latentify funding apar (complete) 5 suggest attention to extensive for delivery - assessment required - DI Paper to be written for consideration by TIC and Latentify funding the subsequently by the Board on the maquinement to approve spend by end of the financial year (including of the financial year (including of the financial year (including of the financial year) (including of th	TB	\rightarrow	3rd line		твс			No	9	
16	Culture	14/09/2022	Reputation	Imminent	Open	CEO	ceo	26/06/2023	26/06/2023	EB	have Men be is corp	e AMG Committee ve asked that mber behaviour is to included on the sporate risk register.	Impact on delivery of lecisions, demotivation of officers.	22	Governance review underway as part of Improvement Plan. Funding secured from IGA to help develop constructive discussions between members. Action plan to address	CEO	18		Ongoing engagement with Members and Officers to display appropriate behaviours.	CEO	\rightarrow	3rd line		End of Sept 2023					
17	Subsidiary Companies	30/09.2022	Financial	Close	Open	EA	ED Resources and Performance	08/06/2023	08/06/2023	DA .	rear the dire sub-	ember oversight of a operational and action of the buildiary companies	Failure of subsidiary companies can have material financial and sputational demage to the CA. This could result in the strategic objectives that the companies have been set up to deliver, not Necessary works to	21	Action plan to address the internal audit recommendations has been developed. Early actions are being addressed. Shareholder Board met 7th June 2023. Audit and action plans Lypedia the tob	ED Resources and Performance	13		Shareholder Board due to meet later in the year, date to be confirmed.	EA Monitoring Officers	→	2nd line	Review in conjunction with PMO	01/05/2024			No	5	
22	Net Zero Hubs	20/03/2023	Reputation	Imminent	Open	RH	Executive Director for Resource & Performance	24/05/2023	24/05/2023	RH	delay has created a to a delay in recruiting to role RR provided CPCA EQLA	assess and approve is a specifications and ide	aunch the scheme are	23	gradings and approval to recruit each project will	RH	20		evaluations are complete. Recruitment portal launch with these			2nd line	Seview in continuation	Early June 23			Yes	4	
23	EQIA	02/04/2023	Legal	Imminent	Open	RR	Performance	26/06/2023	26/06/2023	RR	information legis	t meeting Equalities (%) is a security incident	isk of enforcement by udicial review as CA as not met with public ector equalities duty.	22	part of the Single	RR	13		EQIA legal review to be undertaken Continue to develop CPCA Cyber	Head of Legal	-	2nd line	Review in conjunction with PNO	End of Sept 2023				6	
26	Cyber Security	27/04/2023	Financial	Imminent	Open	NS	SOCITM	26/06/2023	23/06/2023	SOCITM	SOCITH Adam Cyb Goldsmith engaged to review Cyber Secutiny risk. Comments appl undated 26th home	e to: authorised Pr plications man error	rivate proceedings could	21	PINE training will be Data recovery - doud based organisation. Recovery time - due back in minutes. Desires stock held to	NB	14	£17,500,000.00	secuting position with the support of Local Digital and industry best practices from GONQ.	ED Resources and Performance	-			End of Sept 2023		75000	No	5	