

Corporate Risk Register																						
Risk ID	Date Identified	Cause(s)	Risk Event	Effect(s)	Risk Type	Risk Status	Risk Proximity	Likelihood (1-5)	Impact (1-5)	Inherent RAG score	Date Last Review	Mitigation Plan	Mitigation Action	Action Owner	Date Action Closed	Likelihood (1-5)	Impact (1-5)	Residual RAG score	Comments/Notes /Assumptions	Risk Owner	Escalation Required?	Date Closed
										Total								Total				
16	01/03/2020	Covid-19 Pandemic (B)	Disruption of the delivery of the Combined Authority objectives in regard to the short term economic objectives	Economic impact of lockdown in response to Covid-19, may have implications for future government funding and for economic activity within the Combined Authority area in the short term.	Strategic	Open	Imminent	4	4	16	11/11/2020	Support to local businesses to weather the Covid-19 lockdown - in co-ordination with the constituent councils Following government guidelines and working with local resilience forum to plan the recovery and restoration of services. Additional budget announcements from govt.	Business Restoration and Business Recovery Groups Board reports - MTFP re-prioritisation towards economic recovery Membership of the SCG (Strategic Recovery Group) - weekly transport recovery group. Mayoral forum Chaired economic recovery group Local economic recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted with Covid-19 mitigating asks. CPCA grants	Chief Executive		3	4	12		Chief Executive	N/A	
19	11/11/2020	Covid -19 Pandemic (C)	Disruption of the delivery of the Combined Authority objectives in regard to the long term economic objectives	Economic impact of lockdown in response to Covid-19, may have implications for future government funding and for economic activity within the Combined Authority area in the long term.	Strategic	Open	Imminent	4	4	16	11/11/2020	Support to local businesses to weather the Covid-19 lockdown - in co-ordination with the constituent councils Following government guidelines and working with local resilience forum to plan the recovery and restoration of services. Additional budget announcements from govt.	Business Restoration and Business Recovery Groups Board reports - MTFP re-prioritisation towards economic recovery Membership of the SCG (Strategic Recovery Group) - weekly transport recovery group. Mayoral forum Chaired economic recovery group Local economic recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted with Covid-19 mitigating asks. CPCA grants	Chief Executive		5	2	10				
20	11/11/2020	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme (B)	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme in the long term.	Potential financial uncertainty and economic instability leading to insufficient investment in priority projects in the long term.	Strategic	Open	Approaching	4	4	16	11/11/2020	Appointment of SRO to advise on BREXIT mitigation strategy and oversee implementation Appointment of INTERIM assistant to SRO to assist with strategy and implementation Engagement with Business Advisory Panel & Business Board - to balance views of businesses Engagement with business organisation (FSB, CBI etc) stakeholders to augment resources	Monitoring of daily/weekly bulletins from MCHLG, BEIS, HMRC to ensure information is accurate and up to date, recognising funding streams relevant to need Engagement with LEP Network and CLGU on funding for additional resources	Director of Business & Skills (Brexit Lead)		5	2	10				
8	01/09/2019	Absence of funding of historic ambitious and long stalled Programmes	Ambitious and long stalled programmes can not proceed due to lack of government funding and or private investment	There are major programmes that will require clear and innovative funding strategies if they are to progress. CPCA funding has been used to develop 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.	Financial	Open	Close	4	3	12	11/11/2020	Work is progressing at developing the business cases. Stakeholders across the wider geography are working together to tackle the issues around the growth 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 resources and CPCA resources allocated to move projects to those funding decisions. The funding for all projects listed in 'leveraged future schemes' appendix to the 2021 MTFP will be considered within business cases which will be brought to the Board for approval.	Strong budget process and funding allocation within CPCA MTFP and Business Plan Business Case approval by CPCA Board and Stakeholders Ongoing discussions with Whitehall departments about access to national funding programmes, such as LLM	Directors		3	3	9		Chief Finance Officer	N/A	
17	15/05/2020	Unbudgeted increases in cost for highways and transport schemes funded by the Combined Authority and delivered by partner agency	Unplanned significant increases in costs lead to requests for additional funding to the Combined Authority to enable schemes to proceed.	The unplanned increases in budget prejudice the Combined Authority's ability to manage its finances and could ultimately prejudice delivery of the Combined Authority's Business Plan and a balanced budget.	Financial	Open	Imminent	5	3	15	11/11/2020	Close working with delivery partners through best-practice project and programme management. Political and senior leadership engagement with partners to ensure effective communication, early warning, and timely and effective escalation of issues. Particular focus on the relationship between scheme design and cost at an early stage.	(i) Ensuring compliance with CPCA project management guidance (ii) 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 (vi) regular project reporting to Board and Committees (vi) review of historic overruns to establish cause. (vii) updating project management guidance inline with audit recommendations e.g. Lancaster Way	Director of Delivery & Strategy		3	3	9		Chief Executive and Chief Finance Officer	N/A	
13	01/09/2019	First 5 Year Gateway Review of Gainshare Funding (Mar 2021)	Access to Gainshare funding called into question by the Gateway Review evaluation of Gainshare	The Combined Authority is unable to access Gainshare funding	Strategic	Open	Approaching	3	5	15	11/11/2020	Provision of persuasive evidence to the Gateway Review demonstrating the good management and value for money delivered through Gainshare funding. Processes are in place to allow a proven delivery record.	(i) Effective working with the evaluation contractors SQW (ii) provision of good evidence to the evaluation (iii) effective briefing of internal and external contributors to the review process (iv) the production of an impactful Complementary Report (v) collective CMT engagement in preparation for the review	CMT Members, Roberta Fulton, Mike Spiter		2	4	8		Director of Delivery & Strategy	N/A	
18	31/07/2020	Climate Change	Climate change related events, policies and political pressures e.g. policy designed to reduce carbon emissions that restricts growth	Unable to double GVA	Strategic	Open	Close	4	4	16	11/11/2020	CPCA funding an independent climate change commission to provide advice and recommendations on how to deliver Combined Authority ambitions and to achieve net-zero Strategic combined authority policies require business cases for the delivery of projects to be consistent with the net-zero ambition.	Supporting the independent climate change commission and implementing its recommendations in due course (Feb 2021) Widening the range of policy requirements on CA projects to be net-zero consistent Accommodation, travel and internal policies to reduce scope one & two emissions	All Directors		4	2	8		Chief Executive	N/A	
1	01/09/2019	External delivery partners unable to deliver on agreed commitments to CPCA projects	External delivery partners do not meet deadlines, budget or qualitative requirements of their agreements with the Combined Authority.	Projects are not delivered on time, budget, or to the required standard.	Strategic	Open	Imminent	4	3	12	11/11/2020	Close working with delivery partners through best-practice project and programme management. Political and senior leadership engagement with partners to ensure effective communication, early warning, and timely and effective escalation of issues.	(i) Ensuring compliance with CPCA project management guidance (ii) Monthly project highlight reporting (iii) Monthly budget monitoring (iv) Creation of programme boards to engage partners at senior level in managing larger areas of work (v) regular project reporting to Board and Committees (vi) minimising delivery partner risk on some projects by direct in-house contracting with the supply chain (vii) achieving increased clarity about roles and responsibilities in the partner landscape (viii) targeted Mayor-level political engagement with delivery partners on some projects (viii) housing team to monitor changes to the market and potential impacts following this	CMT Members, PMO, Project Managers		2	3	6		Director of Delivery & Strategy	N/A	
21	11/11/2020	MHCLG Review of £100m Housing programme	Up to £45m of Government funding not provided and change of end date of £100m Housing Programme from 31st March 2022 to 31st March 2021	£170m programme has shortage of anticipated capital and significantly reduced time and capability to deliver target of 2000 houses and the £100m programme within the £170m. Potential reputational damage to CPCA housing programme likely.	External	Open	Approaching	3	5	15	06/11/2020	Continued communication with BEIS & MHCLG about progress and outcome of review. Escalate for political intervention and provide information to substantiate case. Inform Committees members and stakeholders. Prioritise and defer funding decisions with focus on achieving delivery targets by supporting those schemes with earliest starts on site.		Housing Director		2	3	6	Mitigation implemented and escalated through political channels.	Housing Director		
4	01/09/2019	Forth coming elections	Changes in Political Management which could lead a change of priorities for CPCA	Impact on funding, contractual arrangements and investor confidence in the CPCA	Strategic	Open	Approaching	4	2	8	11/11/2020	Clarity around existing priorities and contractual obligations.	MTFP, Business Plan, Leaders Strategy meetings in light of the forth coming elections.	Chief Executive		4	1	4	Elections are bound to have an impact on the priorities on the organisation, but there are systems in place that are able to adapt to the change in priority	Chief Executive	N/A	
6	01/09/2019	Change in government policy around devolution	Lack of structural resilience / insufficient internal resources	Failure to maintain BAU due to the devolution white paper and known changes of transferring of the transport teams from PCC and CCC. Including changes in SLA requirements. Increase in subsidiary companies requiring increased employment to accelerate programmes e.g. CAM	Strategic	Open	Close	4	2	8	11/11/2020	Employed a strategy team to consider and report on the impacts. HR function to allow recruitment of additional transport function. Ensuring we have sufficient funding to allow employment.	The Directors meet weekly and are responsible for signing off recruitment to new posts The HR team has been increased to support the organisational structure and recruitment of candidates of calibre. There are staff dedicated to programme management with a system of monthly project Highlight reporting. This enables Directors to move resources to higher risk projects. We are in the process of standardising documentation to create a single source of information which builds resilience in case of individual staff members incapacity	Chief Executive		4	1	4		Chief Executive	N/A	
7	01/09/2019	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme (A)	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme in the short term.	Potential financial uncertainty and economic instability leading to insufficient investment in priority projects in the short term.	Strategic	Open	Close	4	4	16	11/11/2020	Appointment of SRO to advise on BREXIT mitigation strategy and oversee implementation Appointment of INTERIM assistant to SRO to assist with strategy and implementation Engagement with Business Advisory Panel & Business Board - to balance views of businesses Engagement with business organisation (FSB, CBI etc) stakeholders to augment resources	Monitoring of daily/weekly bulletins from MCHLG, BEIS, HMRC to ensure information is accurate and up to date, recognising funding streams relevant to need Engagement with LEP Network and CLGU on funding for additional resources	Director of Business & Skills (Brexit Lead)		2	2	4	Assumption being that CPCA re-calibrate our objectives to a new GVA figure	Director of Business & Skills (Brexit Lead)	N/A	
14	01/03/2020	Covid-19 Pandemic (A)	Disruption to the operation of the Combined Authority	Potential absence of significant numbers of Combined Authority staff undermining the ability to transact the operational business of the Combined Authority	Operational	Open	Imminent	4	4	16	11/11/2020	Developed a business continuity plan based on technological advances (digital transformation)	HR support to staff working remotely. Communication with both suppliers and delivery partners All Combined Authority staff are now working from home, with support for remote meetings. Developed on digital transformation on virtual exhibitions and online Committee / Board meetings. Liaison with suppliers to ensure continuity of supply chains. Liaison with delivery partners to ensure continuity	Chief Executive		1	4	4		Chief Executive	N/A	
10	01/09/2019	Lack of Resource Planning & Financial Management practices	Absence of Resource Planning & Financial Management	The organisation has no clear budget and capital programme 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 ambition. It is the framework for sound decision making.	Financial	Open	Imminent	2	5	10	11/11/2020	A comprehensive Medium Term Financial Plan was approved at Board in January 2020, and is in the process of being reviewed as part of the COVID-19 response to focus on refreshed priorities to support economic recovery. Regular financial and budget update reports are provided to Committees and to the CPCA Board. Internal Management reporting is being developed alongside the PMO highlight reports.	Corporate approach to Monitoring & Evaluation and Action. CPCA project management approach applied across the portfolio and reviewed in October Regular progress monitoring and reporting at project level, director level and to Leaders Alignment between project management and financial reporting. Prioritisation of projects under constant review.	Chief Finance Officer		1	3	3		Chief Finance Officer	N/A	
2	01/09/2019	Failure to deliver Mayoral Committed Projects for 2019/20 Business Plan	Failure to deliver Mayoral Committed Projects for 2019/20 Business Plan	This is a large ambitious programme. Failure to deliver progress on programmes & projects identified in 4 year plan such as the Cambridge Autonomous Metro, will result in major criticism by Government and CPCA funders.	Strategic	Closed	Imminent	2	4	8	31/03/2020	Outline Business Cases are funded and underway for the major priority projects in the Business Plan. Clear funding routes have been identified in the initial SQBC for the CAM and A10. Work is targeted to develop those funding streams as the detail business cases are developed. Procurement of key contractors is underway.		Director of Delivery & Strategy	31/03/2020	3	4	12	End of 19/20 financial year	Director of Delivery & Strategy	N/A	31/03/2020
3	01/09/2019	Development and changing organisation. Changes to existing support arrangements (Finance)	Lack of people / systems to provide financial support	Finance risk will therefore vary in line with organisational challenges and progress. At this point finance risk can usefully be split into two groups:— • Systems / processes with key areas being: upgrading / future proofing a new finance system, embedding delegation and end-to-end process clarity for example getting projects from concept to delivery • Capacity / prioritisation, again key areas are: confirming resource availability and capacity through the MTFP, developing rigorous project appraisal capabilities, sources and uses of funds.	Financial	Closed	Imminent	2	5	10	13/05/2020					18/08/2020		0	Moved to Corporate Services Risk Register		N/A	18/08/2020
5	01/09/2019	National Change in Administration	National Change in Administration	With the possibility of a General Election in 2019 there's a risk that the new administrations policies on devolution may differ to that of the current government and require a different approach.	Strategic	Closed	Imminent	3	4	12	03/03/2020	CEO and Section 73 Officer actively engaging with MS respective groups. Playing a leading role in the development of OxCam and how CPCA experience can help further this national initiative. Developing stronger links with Government officials.	Work at political level to ensure national parties and Whitehall remain committed to devolutionary policies, including by engaging with the LGA and with the Metro Mayors grouping.	Chief Executive	13/12/2019	3	3	9		Director of Delivery & Strategy	N/A	03/03/2020
9	30/09/2020	Critical skills shortage/hiring difficulties	Discriminatory practices Hiring unsuitable candidates., Availability of relevant Skills, Competency of candidates	Potential claims High turnover Poor performance Understaffing/overstaffing. Staff morale	Financial, Reputational, Strategic	Closed	Imminent	2	3	6	01/10/2020				18/08/2020		0	Moved to Corporate Services Risk Register		N/A	18/08/2020	
11	01/10/2020	No Democratic Services SLA in place	Failure to meet statutory deadlines for publication of Committee agendas and minutes.	Combined Authority fails to meet deadlines resulting in reputational damage and contravention of the Local Government Act	Reputational, Financial	Closed	Imminent	2	5	10	01/10/2020				18/08/2020		0	Moved to Corporate Services Risk Register		N/A	18/08/2020	
12	30/09/2020	Staff and managers not adhering to CPCA standards of ethics and behaviour	Discriminatory practices. Non compliance with Company policies and procedures (e.g. discrimination, anti-bribery, Coe)	Affects organisational image and culture. Any reputational damage can also negatively impact on recruitment, retention and engagement.	Reputational, Financial	Closed	Imminent	2	4	8	30/09/2020				18/08/2020		0	Moved to Corporate Services Risk Register		N/A	18/08/2020	
15	23/09/2020	Staff failing to respond to the requests within the timeframe	Failure to respond to Data Access requests within the designated timeframe	Could lead to intervention by the ICO and may be receive a fine.	Reputational, Financial	Closed	Imminent	1	4	4	23/09/2020				18/08/2020		0	Moved to Corporate Services Risk Register		N/A	18/08/2020	