

Corporate Risk Register																		
Risk ID	Date Identified	Cause(s)	Risk Event	Effect(s)	Risk Type	Risk Status	Date Last Review	Mitigation Plan	Mitigation Action	Action Owner	Date Action Closed	Likelihood (1-5)	Impact (1-5)	RAG score	Comments/Notes /Assumptions	Risk Owner	Escalation Required?	Date Closed
1	01/09/2019	External delivery partners unable to respond to CPCA needs	External delivery partners unable to respond to CPCA needs	The number of active CA & Partner projects may create conflicts in external organisations.  The private sector is not able to respond adequately to the needs of the Combined Authority. This includes both capacity and capability as well as a willingness to explore more innovative approaches which can accelerate delivery  The CPCA is taking a border approach to infrastructure delivery, many of the projects of this scale would typically be delivered for more traditional organisations such as Network Rail, Highways England etc	Strategic	Open	15/05/2020	Great effort is being made to work closely with Department for Transport and Network Rail. Many of our major projects are dependent upon their decision making processes that are challenging.  Lobbying continues at the highest levels of Government with our developing business cases to secure funding that will help unlock the challenges at DfT and Network Rail.	Review our approach to market engagement and investigate alternative procurement models that might encourage different behaviours.	Director of Delivery & Strategy		4	3	12		Director of Delivery & Strategy	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	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 SOBC 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.	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.	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	Failure of CPCA grant-funded organisations to deliver	Failure of CPCA grant-funded organisations to deliver	If grant-funded organisations fail to deliver agreed outcomes this could jeopardise funding from government and in extreme circumstances could result in government seeking to clawback funding. Failure to deliver outcomes would also cause reputational damage for the CPCA	Strategic	Open	15/05/2020	Developing remedial action plans with contractors/partners where there are concerns about delivery	Management of contractual performance by grant-funded organisations	Chief Executive		4	4	16		Chief Executive	N/A	
4	01/09/2019	Changes in Political Management of Combined authority	Changes in Political Management of Combined authority	Given the long term financial commitments potential funders are looking for a stable leadership and direction of CA. Any change in the elected leaders could impact available funding	Strategic	Open	15/05/2020		Direction of Combined Authority has been agreed in the 2030 vision and the 4 year plan. There is support across the board for the programme of investment and priorities	Chief Executive		2	4	8		Chief Executive	N/A	
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 that the new administrations policies on devolution may differ to that of the current government and require a different approach.	Strategic	Closed	03/03/2020	CEO and Section 73 Officer actively engaging with M8 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	13/03/2019	3	3	9		Director of Delivery & Strategy	N/A	03/03/2020
6	01/09/2019	Lack of Structural resilience / Insufficient Internal Resources	Lack of Structural resilience / Insufficient Internal Resources	Failure to maintain BAU during rapidly expanding programme of work whilst developing, restructuring and recruitment of CPCA  There are a significant volume of projects being developed and the CPCA in its infancy has been in the position to mobilise its resources.  Sufficient internal 'client' resources need to be available to oversee the development and delivery of programmes. This extends not only to programme management and project management resources but also more specialist functions such as land acquisition, communications, legal, procurement, etc  Insufficient project management resources to deliver Priorities & Programmes identified in 4 year plan	Strategic	Open	15/05/2020	Permanent CEO arrangements to be approved at CPCA Board 29th May 2019.  The HR Manager started on 2nd April. Additional resource to be recruited following restructure.  Permanent Section 73 Officer and Deputy appointed.  Recruitment to Head of Transport is underway and with the recruitment of the Transport Team to start immediately after.	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	4	16		Chief Executive	N/A	
7	01/09/2019	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme	Potential financial uncertainty and economic instability leading to insufficient investment in priority projects.	Strategic	Open	15/05/2020	Appointment of SRO to advise on strategy and oversee implementation Appointment of assistant to SRO to assist with strategy and implementation Engagement with Business Advisory Panel to balance views of businesses Engagement with 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	Director of Business & Skills [Brexit Lead]		3	4	12		Director of Business & Skills [Brexit Lead]	N/A	
8	01/09/2019	Funding of Ambitious Programmes	Funding of Ambitious Programmes	There are major infrastructure 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. This has been appropriate for now but will start to cause challenges as the major schemes gain momentum. HOWEVER, CPCA funding will only be sufficient to act as a catalyst in bringing these schemes forward.  The real risk here is that devolution funding will have been spent and used up with no way to bring the schemes forward. Any review would be scathing of the CPCA.	Financial	Open	13/05/2020	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 broad 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 allocated to move projects to those funding decisions. Two workstreams are currently being progressed to look at funding for the CAM. Support is currently being provided by ARUP and Deloitte for the Core CAM OBC, and is focussed on how to finance the borrowing of the c. £2bn required to build the Core, tunnelled, CAM network. The second piece of work being supported by Deloitte is looking at funding to support the setting up and delivery of a promoter body. 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	Chief Finance Officer		3	5	15		Chief Finance Officer	N/A	
9	01/09/2019	Financial Capacity in the Organisation	Financial Capacity unable to support the Organisation	The Authority's finance function continues to develop. The structure has been established all 7 roles are now filled with permanent appointments. PCC has withdrawn the accounting and treasury support that it provided to the CA until March 20. These services are now provided inhouse, substantially covered by the new Technical Accountant post. CPCA continues to use PCC's Finance system and support provided through PCC's contract with Serco. All contracts are under review so CPCA must now consider its future system requirements. Prioritisation is required to develop resilient finance systems and processes that can drive/enhance wider governance processes, cost management and speed of delivery/progress. As the Authority moves rapidly to build its operational phase, the finance team must build on its foundations to lead pace and drive change, co-ordinating successfully with the other corporate teams to achieve effective governance and affordable delivery within available resources.  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: implementing 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	Open	13/05/2020	Finance has basic processes in place for existing resources and requirements, (i.e. payments, accounting and treasury management). The review of Governance arrangements and ensuring the use of these processes has given assurance and confidence. A Strong medium Term Financial plan and budget process has been established. We are in the process of developing the existing Finance system and a review of options for a dedicated finance system is underway.	Regular reporting to CPCA Board.  Audit & Governance reporting  Internal & External Auditing  Assurance Framework  Monitoring adherence to Governance Framework	Chief Finance Officer		2	5	10		Chief Finance Officer	N/A	
10	01/09/2019	Resource Planning & Financial Management	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	13/05/2020	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 CA Board. Internal Management reporting is being developed alongside the PMO highlight reports.	Monthly Budget monitoring reports  All business cases for capital spend is approved at Board  CFO and Monitoring Officer to sign off all business cases and reports	Chief Finance Officer		2	5	10		Chief Finance Officer	N/A	
11	01/09/2019	Under developed Communication & Engagement Strategy	Under developed Communication & Engagement Strategy	High profile press interest and social media "criticism" of the governance processes of the CPCA impact upon the national perception of CPCA and potential future funding.	Reputational	Open	15/05/2020	Structure and Governance review completed.  Implementing the changes recommended.  Coordinated, proactive communications approach on the actions of the CPCA and the deliverables.	Corporate approach to Monitoring & Evaluation Interim CEO appointed with a remit to conduct a chief executive review and report to Leaders on (1) recruitment to established staffing structure (2) prioritisation and performance management (3) budget review (4) governance processes. A key outcome of this review is to improve relations with local stakeholders.  Internal Audit review of governance processes taking place Project management approach documented	Chief Executive		5	3	15		Chief Executive	N/A	
12	01/09/2019	Non-compliance to adhere to Internal Frameworks	Non-compliance to adhere to Internal Frameworks	The Combined Authority fails to adhere to internal governance frameworks which could put at risk the release of the Single Pot Funding.	Strategic	Open	15/05/2020	10 point Programme Management approach is embedded in the organisation and part of induction.  Reports of performance against budget and programme to each CPCA Board.  Internal Audit Governance Review	Training and engagement for PMs  Directors to oversee their directorate projects and provide assurance to CE  Procurement Processes  M&E framework and performance reporting being refreshed Assurance framework to be reviewed.	Director of Delivery & Strategy		3	4	12		Director of Delivery & Strategy	N/A	
13	01/09/2019	Achievement of First Gateway Review	Achievement of First Gateway Review	The Combined Authority is unable to pass the Gateway Review with consequences for government funding	Strategic	Open	15/05/2020	Continuing Liaison with Government to ensure expectations met	Achievement of First Gateway Review	Chief Executive		3	5	15		Director of Delivery & Strategy	N/A	
14	01/03/2020	Covid-19 Pandemic	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	13/05/2020	All Combined Authority staff are now working from home, with support for remote meetings.  Liaison with suppliers to ensure continuity of supply chains.  Liaison with delivery partners to ensure continuity	HR support to staff working remotely.  Communication with both suppliers and delivery partners.	Chief Executive		5	4	20		Chief Executive	N/A	
15	12/03/2020	Failure to deliver Mayoral Committed Projects for 2020/21 Business Plan	Failure to deliver Mayoral Committed Projects for 2020/21 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	Open	15/05/2020	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 SOBC 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.	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 Executive		3	4	12		Director of Delivery & Strategy	N/A	
16	01/03/2020	Covid-19 Pandemic	Disruption of the delivery of the Combined Authority objectives	Economic impact of lockdown in response to Covid-19, may have implications for future government funding and for economic activity within Combined Authority area	Strategic	Open	13/05/2020	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	Business Restoration and Business Recovery Groups.  Communication with constituent councils.	Chief Executive		4	4	16		Chief Executive	N/A	
17	15/05/2020	Increases in budget for highways and transport schemes funded by the Combined Authority and delivered by partner agencies	Unplanned significant increases in budgets 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	15/05/2020	Liaison with partner agencies to ensure effective project management of projects funded by the Combined Authority	To better understand why unplanned budget increases are arising and to take remedial action	Director of Delivery & Strategy		5	3	15		Chief Executive and Chief Finance Officer	N/A	
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