	Rick Title								Caue	Cause & Effect Inherent Score		Risk (Risk Control Residual :		sidual Score Action requis								Risk cost		Target Score			
Risk Ref	Risk Title	Date of dentified b	Risk type	Proximity >	Risk Status	Risk Owner	Risk Lead	Last Updated	Latest Review Date	Last Reviewed By	Last Review Cause	Effect	Inheren t Risk Score	Control (mitigation action)	Control Owner	Residua Risk Sorre	Financial Risk Implication (Ek)	Action required	Person responsible	Trend	Assurance	Assurance Action	Date to be implemented by	Date action closed (if applicable)	Cost of risk control (£k)	Es a lati es es es es es es	Tanget Risk Sore	D ate Close d
1	Inflation	07/03/2022	Financial	Imminent	Open	RE	cro	26/05/2023	26/05/2023	AD Finance	891 Inflation of 8.7% in the short term, staffing inflation is likely to be circa 5%.		21	 a) Lobby government to highlight our position and what will happen without a more 	ED Resources and Performance	20		Review of Transport programmes underway which will allow a greater understanding of spend profile and thus size of inflationary risk that	cro	\rightarrow	2nd line	Review in conjunction with PMO	End of Nov '23		60.00	No	12	
2	Future funding	07/03/2022	Financial	Close	Open	RE	cro cro	26/05/2023	26/05/2023	ao	a) Pause on core funding by DLUHC b) Lack of guaranteed	of schemes. Impact on delivery on the devolution deal.	25	a) Sharing risk with partners (how will we share risk with partners)	ED Resources and Performance	22		Engage with MIO colleagues to secure new devolution deal with suntainable funding at its core. Activities and outputs being concessed as part of improvement	Interim CDO	\rightarrow	3rd line	OLUNC review	End of Sept 2023		TBC	No	13	
3	Workforce/HR	07/03/2022	Financial	Approaching	Open	PL	AD HR	02/11/2022	17/05/2023	PL	Current funding ending – temporary in nature Recruitment is a key	Impact of workforce potential job losses and redundancy costs	17	Workforce planning - redeployment of staff / temporary contracts	HR	13		Recruitment register being created, to fortnightly at ET and is extended to include planned leavers to enable us to take a more strategic view on	HR	↓	2nd line		End of Dec 2023					
5	Strategy gap	07/03/2022	Strategic	Imminent	Open	NB	Director of Resources & Performance	22/11/2022	22/11/2022		Insufficient focus on priorities and their alignment to resources - Lack of strategic	Not meeting strategic objectives as per devolution deal and associated performance	25	agreement SGAS - agreed including Communication strategy	Policy Team	15		Business plan agreed at June Board. Further Business Board away day planned. (6th July) Communication strategy discussed by	Director of Corporate Services	\rightarrow	2nd line		End of Sept 2023				3	
7	Future viability of the	07/03/2022	Strategic	Imminent	Open	RS	czo	20/09/2022	20/09/2022	CEO/Director of Corporate Services	Por governance practice identified by external auditor, DLUH and BITS.	Loss of confidence from our regulatory C stakeholders.	z	Developing an improvement plan in order to build confidence with central	cro	17		ET made to be refined and Under the leadership of the interim CEO an improvement plan has been developed.	Interim Director of Transformation - Angela Probert	\rightarrow	3rd line		End of Sept 2023		£750,000.00			
	Climate change	07/03/2022	Strategic	Imminent	Open	AC	Director of Place & Connectivity	04/04/2023	04/04/2023	Strategic Planning Manager	Government policy and legal position on climate related matters continues to evolve and the deliverability of	either changes to project scopes and/or	21	Embed climate considerations in our work programme as set out in the corporate	Interim Director of Place			Regular progress reporting to Climate partnership and EBSC Committee Internal roll out of Climate awareness training	Strategic Planning Manager	1	3rd line	Regular progress reporting to external Climate partnership and BASC Committee	Summer 2023			No	4	
11	University of Peterborough project	07/03/2022	Financial	Approaching	Open	RK	Director of Economy and Growth	17/01/2023	17/01/2023		Long term strategic Concern over the rout review of CPCA to create and deliver throlvement beyond phase 3 leading to the campus and	e Hampers the deliverability of the university vision and subsequent corporate	20	The wider CA finances are insulated from the performance of Prop Co 1 and Prop Co 2 by no	Director of Economy and Growth	11		Paper in Forward plan to Board in November 2022 and Jan 23. delivered. Report on the review on the future	RH	\rightarrow	2nd line		End of July 2023		TBC	No	13	
12	Transforming Cities Fund (TCF)	04/04/2022	Financial	Imminent	Open	тв	Director of Place & Connectivity	20/04/2023	20/04/2023	Head of Transport	To revised programme agreed with TC and Board. DrT have advised that they will 2023.	Not spending full allocation of TCF and therefore may have a reputational impact.	21	Assessing the TCF funding programme around deliverability and cost undertaken.	Head of Transport	13		a) CCC and PCC to assess their TCF programme - complete b) Steritly funding gaps (complete) c) Suggest alternative schemes for	тв	\rightarrow	3rd line					No	9	
15	Governance - VIM risi relating to governance	15/06/2022	Strategic	Imminent	Open	RB	CEO	06/07/2022	16/08/2022	СРО/РМО	The external auditor has identified that there are:	Risk to delivering Value for Money based on the external auditors concerns which are as	25	Both the A&G and O&S Committees have been briefed on the issues and are making their	œo	17		Under the leadership of the interim CEO an improvement plan has been developed to address the points raised in the EY letter.	Interim Director of transformation - Angela Probert	\rightarrow	3rd line		End of Sept 2023					
16	Culture	14/09/2022	Reputation	Imminent	Open	CEO	CEO	14/09/2022	14/09/2022	CEO	- Wastingson in the The ARG Committee have asked that Member behaviour is to be included on the	Impact on delivery of decisions, demotivation of officers.	22	Governance review underway as part of Improvement Plan.	œo	11		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	Director of Resources & Performance	06/04/2023	06/04/2023	CFO CFO	comparable risk resolution Currently there is no member oversight of the operational and direction of the	Fature of subsidiary companies can have material financial and reputational damage to	21	Action plan to address the internal audit recommendations has been developed. Early	CD Resources and Performance	13		Shareholder Board in process of being established. First meeting is scheduled for April 2023.	EA Monitoring Officers	\rightarrow	2nd line	Review in conjunction with PNO	End of April 2023			No		
21	Financial - Underspend	12/01/2023	Financial	Imminent	Open	RE	Director of Resources & Performance	26/05/2023	26/05/2023	RE	Underspend on work programmes	Underspend damages our credibility with our Members and partners impaction the	20	artitions are balon implementing self service financial reporting which will enable project	cro	17		Development of directorate self service reports including RAG rating. This work will be supported by corporate project mgt and risk	RE	→	2nd line	Review in conjunction with PMO	End of June 2023		60.00	No	12	
22	Net Zero Hubs	20/03/2023	Reputation	Imminent	Open	RH	Descrive Director for Resource & Performance	24/05/2023	24/05/2023	CE(49H	Jacky has evaluation fielding in CPCA process of delay has created in a season and one of the process of the pr	Delivery Assurance	23	execution to more designation of the poly- grading and approval to recovil	591	20		Section accordance has the rela- volutation are complete. Recruitment portal launch with these local marks to be experiented in CDC. As the continued of the continued of the con- lary delay broad has for each of the any delay broad has for each of the or post for lay related in reporting and project support.	Esseutive Director for Resource & Performance	↓	2nd line		Early June 23			Yes		
23	EQIA	02/04/2023	Legal	Imminent	Open	RR	Director of Resources & Performance	Director of Resources & Performance	23/05/2023	RR	Performance. Fix to check CPCA EQIA legal responsibilities Risk to be updated on receipt of guidance							EQIA legal review to be undertaken	Head of Legal		2nd line	Review in conjunction with PNO	End of Sept 2023					
24	Data Protection Training/Information Security	03/04/2023	Legal	Imminent	Open	SH	Director of Resources & Performance	Director of Resources & Performance	26/05/2023	сауѕн	Staff not undertaking Data protection / information Security	Risk to the organisation as data security could be compromised.	22	Weekly reminders to those not completing training (automatically sent from training	SH	9		Regular updates in Happenings and emails Scheduled communication updates in place.	SI		3rd line	RSM Auditors to review actions	End of June 2023		£8,000.00	No		
26	Cyber Security	27/04/2023	Financial	Imminent	Open	NS	Director of Resources & Performance	Director of Resources & Performance	12/05/2023	SOCITM	SOCITN Adam Goldsmith engaged to neview Cyber Secutiny risk. To be updated in	result in substantial		platfrom Astrola)				Training modules in place for 3 years					End of Sept 2023					
27	HR Operations	17/05/2023	Legal	Close	Open	PL	Director of Resources & Performance		17/05/2023	CB/PL	Configuration restrictions on Citrus System support the needs of 120 strong	rigid (CPCA trying to fit the system rather than	21	Digital review has been undertaken to identify system challenges and issues	AD HR	9		Sudget for new technology circa £30k; p.a. Implementation costs circa £50k Sudget for business change (review	PL	→	2nd line	Implementation to be reviewed at the Performance and Risk	End of June 2023		£200,000.00	No	2	
29	Net Zero Huba	24/05/2023	Reputation	Close	Open	ян	Describe Consider for Resource & Performance	24/05/2021	23/04/2023	СТД-ЯЗН	College 1 of procurement of the	Control of the contro	21	Control of the contro	32H	21	Ezmillon (funding the would not be drawn down)	Emplaie has Managang Agan and Interest Vagates and Interest Vagates and Interest Vagates and Interest Vagates and Interest Vagates and Interest Vagates and Interest Interest Vagates and Interest Vagates and Interest Interest Vagates and Interest Vagates and Interest Interest Vagates Va	Executive Director for Resource & Performance	↑	2nd line		Early June 2023			Yes	7	