Risk ID	Date Identified	gister 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 (Current Controls)	Mitigation Action (New Controls)	Action	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 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	5	4	Total	24/03/2021	Cince working with delivery partners through best-practice project and programme management Political and serior 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) Morthly project highlight reporting (iii) Morthly budget mornitoring (ii) Ceastion of programme boards to engage partners at sension level in managing larger areas of work (iv) regular project reporting to Board and Committees (iv) interinsing delivery partner six on some projects by deteric in-board contrading with the supply chain (ivi) archeving increased chairly about rises and responsibilities in the partner indiscape (viii) largeted Mary-level political regisperent with delivery partners on some	CMT Members, PMO, Project Managers		3	4	12	CCC (Key delivery partner) now introducing project management approach, but at an embryonic stage. Cost and timing risks still crystallising on legacy projects.	Director of Delivery & Strategy	N/A
4	01/09/2019	Forthcoming 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	24/03/2021	Clarity around existing priorities and contractual obligations.	MTFP, Business Plan, Leaders Strategy meetings in light of the forthcoming elections.	Chief Executives		2	2		Elections whith result in changes in holders of office may result in programme or organisation review which could lead to changes in priorities of the organisation, but there are systems in place that are able to adapt to the change in mindful.	Chief Executives	NIA
6	01/09/2019	Change in government policy around devolution	Lack of structural resilience / insufficient internal resources	Polities to maintain BAU As to the devokation while proper and source changes of barellering of the transport teams from PCC and CCC. Including changes in SLA requirements. because in subsidiary comparies requiring increased employment to accelerably programmes e.g. CAM	Strategic	Open	Close	4	2	8	24/03/2021	Employed a strategy feam to consider and report on the impacts. HR function to allow recruitment of additional transport function. Emuring we have sufficient funding to allow employment.	The Directors meet weekly and are responsible for signing off recustment to new pools. The HR team has been increased to support the organizational shuckers and recustment of candidates of callots. There are said directors by programme management with a system of monthly project highlight reporting. These united Directors to move resources to higher and project, three are in processed in the system of monthly project highlight reporting. These united Directors to move resources to higher and projects. When are in process of standardisation to move resources to higher and projects of the standardisation of the standard stand	Chief Executives		4	1			Chief Executives	N/A
7	01/09/2019	Potential impact of the new Trade Deal with the EU on delivery of the Combined Authority's Growth Ambition Programme (A)	Potential impact of Bresit 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	2	4	8	24/03/2021	Development of an economic recovery strategy from both COVID and BEXIT that stimulate crowth in relatively uneffected firms and sectors, while elivation the impacts.	Monthly monitoring of sector economic impacts and daily monitoring of business sentiment and impacts. Weekly monitoring of bullers from MD-HLG, BEB, HMPC to sensure information is accurate and to pack the recognizing funding steams relevant to need to be a controlled to the properties of the propert	Director of Business & Skills [Brexit Lead]		2	2	4	Assumption being that CPCA re-calibrate our objectives to a new GVA figure. With the advent of a trade deal the main residual risk relates to the long tame reduction in attractiveness of the UK as an insural investment destination, especially from Europe.	Director of Business & Skills [Brexit Lead]	N/A
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. The levelling up fund has been amounted and provides a E4b opportunity for CPCA bid at list is being prepared.	There are major programmes that will require clear and innovative funding strategies if they are b progress. CPCA funding has been used to develop the feasibility and Strategic Outline Business Cases/Outline Business Cases for such softeness. CPCA funding is intended to act as a catalyst and an enabler in bringing these schemes Storaed.	Financial	Open	Close	3	3	9	24/03/2021	for their affected to the tends of all. Which is progressing at developing the business cases. Stakeholders across the wider geography are working logisthm to backle the issues around the growth agends. Getting Board agreement and matching resources will thelp get a coordinated approach to printiles and bidding for resources. Funding sources have been identified for key sources and CPCA resources allocated to move projects to those tending decisions.	Strong budget process and funding allocation within CPCA MTFP and Business Plan Business Case approval by CPCA Board and Stakeholders Orgoing discussions with Whitehall departments about access to reafonal funding programmers, such as LLM	Directors		2	2	4		Chief Finance Officer	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 Coverment. Without this, no prioritisation takes place and there is no clear measurement of outcome v ambition. It is the framework for susant destribution missing.	Financial	Open	Imminent	2	5	10	24/03/2021	A comprehensive Medium Term Financial Plan was approved at Board in January which focused on refreshed priorities to support economic recovery. Regular funancial and budget replate reports we provided to Committees and to be CPCA for the committee of the commit	Monthly Budget monitoring reports	Chief Finance Officer		1	3	3		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	24/03/2021	Provision of persuasive evidence to the Gateway Review demonstrating the good management and value for money delivered through Gainshare funding. External and internal communication plans to manage either positive or regulate outcome.	CMT members to seek intelligence from MHCLG about potential notification of the review outcome. PR to brief Communications team.	CMT Members, PMO Programm e Manager, Analysis and Evaluation Manager		2	•	8		Director of Delivery & Strategy	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 undermitting the ability to transact the operational business of the Combined Authority	Operational	Open	Imminent	4	4	16	24/03/2021	Developed a business continuity plan based on technological advances (digital transformation)	Ne augono to saff sorking semology communication with both suppliers and delivery partners. All Combined All-Abority saff are now sorking from home, with support for remote meetings. Developed on digital transformation on virtual exhibitions and orders Committed in Basel description of the committee of the Committee in Basel description of the Committee in Basel description of the Committee in Basel description in Secretarity of supply of baseline.	Chief Executives		3	4			Chief Executives	NIA
16	01/03/2020	Codd-19 Pandemic (8)	Disruption of the delivery of the Combined Authority objectives in regard to the short term economic objectives.	Economic impact of lockdown in response to Cnid-18, may have implications for flatar government facility and for occorres activity within the Continent Authority was in the short team.	Strategic	Open	Imminent	4	4	15	24/03/2021	the constituent councils	Institute of Author contracts for any contract for an	Chief Executives		3	4			Chief Executives	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 projudice 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	24/03/2021	Close working with delivery partners through best-practice project and programme management. Political and serior leadership engagement with partners to ensure effective commissions, early warrings, and timely and effe	all Environs compliance with CPCA project management guidence (i) Morthly complex highlight proporting (iii) Morthly bugdet montaining (i) creation of a Transport programme Board (v) stronger discipline around the composition and working of project boards for individual projects of (v) regular project reporting to Board and Committees (vi) review of historic overans to establish cause. (vii) updating project management and advance infore with audit recommendation on a Lancaster Way.	Director of Delivery & Strategy		3	3	9		Chief Executives and Chief Finance Officer	NIA
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	24/03/2021	CPCA, furding an independent climate change commission to provide advice and recommendations in how to delivery Combined Authority ambitions and to achieve net-zero. Strategic combined authority policies require business cases for the delivery of projects to be considered with the net-zero ambition.	Preparing an implementation plan for the CPICC recommendations. Communicating the CPICC headlines, especially that its recommendations are consistent with an ambitious growth respectory. Accommodation, travel and internal policies to reduce scope one & two emissions.	Planning Manager, Head of Comms, Chief Executives		4	2	8		Chief Executives	N/A
19	11/11/2020	Coxid-19 Pandernic (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 Cosk 18, may have implications for billiar government studing and bit recommiss activity within the Combined Authority area in the long term.	Strategic	Open	Imminent	4	4	15	24/03/2021	tre constitute courses Following generally pidelines and working with local resilience forum to plan the recovery and restoration of services. Additional budget amountements from govi. Establish a permanent and continuous econometric insight programme to monitor	Chained economic recovery group Local economic recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted with Coxid-19 mitigating asks. CPCA creates	Chief Executives		5	2	10		Chief Executives	N/A
20	11/11/2020	Potential impact of the New Trade Deal with the EU on delivery of the Combined Authority's Growth Ambition Programme (B)	Potential impact of the new Trade Deal on delivery of the Combined Authority's Growth Ambition Programme in the long term	Slowing of baseline growth sufficiently to undermine CPCA current and planned interventions, rendering them unable to produce enough additive growth to hit the doubling of GVA target	Strategic	Open	Approaching	2	4	8	24/03/2021	sector and place impacts of thade Deal conditions. Engagement with housiness organisation (FSB, CEII stakeholders to augment resources, including business advice and monitoring of sentiment through Chambers Development of an economic recovery strategly from both COVID and BEST that stimulate growth in relatively unreflected firms and sectors, white chivating the impacts or this mediant of the transition of the transition of the section	Monthly mortalizing of sector economic impacts and daily mortalizing of sector economic real regions. Weekly monitoring of balleters from MACE, BESE, MMSC ensure information is accurate and up to date, recognising funding streams netwart to travel. The sector is accurate and up to date, recognising funding streams netwart to travel. The sector is a travel of the sector in the s	Director of Business & Skills [Brexit Lead]		2	3	6	raised from green to amber on the basis of business insight being recleved from firms, esp SMEs, that sales are being adversly impacted by new regulations. Need to monitor whether solutions are develoed by firms to adapt or not	Chief Executives	N/A
21	11/11/2020		Up to E45m of Government funding not provided, change of end date of E100m Housing Programme from 31st March 2022 to 31st March 2022 to 31st March 2021 and potential programme loss of 243 housing units at Northstowe which	incry.	External	Open	Imminent	5	5	25	24/03/2021	2011 Board, Committee members and key state-individual solutions being advised. Funding decisions have accessfully protosed on achieving starbatish loxusing starts by supporting all those schemes that could start on site before and March 2011 MM-CL, Break in India and swill programme for the period April 2021 to March 2002 subject to conditions, the practical arrangements for which are being worked 1900.	Meetings ongoing with MHCLG to work out the details on how the 2021/22 affordable housing programme will work.	Chief Executives / Housing Director		3	3	9	Miligation ongoing with MHCLG discussions to work out practical details for the programme, it's future monitoring and progress reports and providing evidenced claims to enable authorisation of future funding payments.	Housing Director	
22	06/01/2021	rules.	Grant funding which is expected to be treated as capital expenditure is required to be treated as revenue expenditure by CPCA, as a result of a determination by a partner delivery authority. The risk would be a consequent shortfall in revenue funding to meet the commitment. Shortfall in the provision of an adequate ICT platform for future need -	2 3	Financial	Open	Approaching	2	3	6	24/03/2021	grant funds will be used only for capital purposes.		All Directors		1	3	3		Chief Finance Officer	
24 25 26 27	25/03/2021	Lack of capacity/resillence in the ICT provision to the CPCA	including software and systems, and equipment. Fallure to have access to an application/system needed for the delivery of the CPCA project, programme, or service.	Programme, project, or service disruption.	Operational	Open	Approaching	2	4	0 0	23/03/2021	The CPCA is in discussions with the current service provider to understand the level of service offer available to the CPCA. The CPCA has commissioned the species consultancy "SOCITM" to undertake an ICT needs assessment and future provision plan.		All Directors		2	4	0 0		Chief Executives	NIA
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