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| Generated Date | 27 Jun 2023 09:12 |
| Risk Criteria | |
| Project | Corporate Risk Register |

| Corporate Risk Register | | | | | | | | | | | |
|--------------------------------|------------|-------------------|--------------------|---|--------------------|------------------------------|---|-------------------|----------------|-----------------|-----------------|
| Title | Risk Type | Owner | Inherent Priority | Controls Summary | Residual Priority | Residual Direction of Travel | Detail | Actions Owner | Assurance Line | Variable Target | Target Priority |
| Inflation | Financial | Rob Emery | Very High (4.5=23) | a) Lobby government to highlight our position and what will happen without a more sustainable funding solution | Very High (3.5=20) | = | Review of Transport programmes underway which will allow a greater understanding of spend profile and thus size of inflationary risk that individual projects are subject to. Report June 2023. | Rob Emery | 2nd | 30 Nov 2023 | High (2.4=12) |
| | | | | b) Project delivery - enter into fixed price contracts, i.e. transferring inflationary risk to contractors. | | | Work to identify inflationary pressures on budgets will be undertaken over summer 2023 to feed into the MTFP cycle in Oct/Nov 2023. | Rob Emery | 2nd | 30 Nov 2023 | |
| | | | | c) Project delivery delays mitigated by active project management to minimise slippage. | | | Work to identify inflationary pressures on budgets will be undertaken over summer 2023 to feed into the MTFP cycle in Oct/Nov 2023. | | | | |
| | | | | d) Reconsideration of the use of CA powers to use financial freedoms. | | | | | | | |
| Strategy Gap | Strategic | Kate McFarlane | Very High (5.5=25) | a) Agreement of Corporate Plan with underpinning MTFP | Very High (4.3=18) | = | Business plan agreed at June Board. | Kate McFarlane | 2nd | 29 Sep 2023 | Low (2.1=3) |
| | | | | b) Corporate Plan cascaded into Directorate Business Plans to give greater detail about priorities and resourcing | | | Further Business Board away day planned. | Kate McFarlane | 2nd | 29 Sep 2023 | |
| | | | | c) Revised performance management framework including KPI's | | | Communication strategy discussed by ET, needs to be refined and implemented. | Kate McFarlane | 2nd | 29 Sep 2023 | |
| | | | | d) Governance review - development of Single Assurance Framework enabling clear prioritisation and effective delivery of key projects | | | New CEX Group has had an initial meeting. CEX Group will meet monthly. | Kate McFarlane | 2nd | 29 Sep 2023 | |
| | | | | e) Planned CPIER refresh requires further board discussion is part of report to Board 26th July | | | Improvement Plan Workstream A Political (Strategy and Ambition) work underway. | Kate McFarlane | 2nd | 29 Sep 2023 | |
| | | | | | | | | | | | |
| Future viability of the CA | Strategic | Rob Bridge | Very High (5.5=25) | a) Developing an improvement plan in order to build confidence with central government. | Very High (4.3=18) | ↑ | Under the leadership of the interim CEO an improvement plan has been developed. | Rob Bridge | 3rd | 29 Sep 2023 | Medium (2.3=8) |
| | | | | b) Actions contained within original improvement plan now complete. | | | | | | | |
| | | | | c) Improved communications between partners | | | | | | | |
| | | | | d) Reframed improvement plan now approved to meet issues identified in Best Value notice from DLUHC | | | | | | | |
| | | | | e) Developed and implemented a new governance model, in effect, from 31st May, 2023 | | | | | | | |
| Climate change | Strategic | Adrian Cannard | Very High (4.4=21) | a) Corporate Strategy approved with (a) Resilience as one of the corporate objectives, and (b) climate as one of the six capitals. | Medium (2.3=8) | = | Regular progress reporting to Climate partnership and E&SC Committee | Adrian Cannard | 3rd | 29 Jul 2023 | Low (1.3=4) |
| | | | | b) Keeping Climate action plan up to date, keeping evidence base current. | | | Internal roll out of Climate awareness training | Adrian Cannard | 3rd | 31 Jul 2023 | |
| | | | | c) Maintaining independent climate change commission to provide advice. | | | | | | | |
| | | | | d) Next step to embed climate considerations in our work programme as set out in departmental plans. | | | | | | | |
| | | | | e) Maintaining effective networks and national and regional level to enable horizon scanning. | | | | | | | |
| Net Zero Hubs (2) | Reputation | Richard Hall | Very High (4.5=23) | Expedite the job gradings and approval to recruit | Very High (3.5=20) | ↓ | Move to recruitment now the role evaluations are complete. | Sam Hennerley | 2nd | 09 Jun 2023 | Low (1.3=4) |
| | | | | | | | Recruitment portal launch with these roles needs to be prioritised in CPCA or an alternate route to advert found. | Sam Hennerley | 2nd | 09 Jun 2023 | |
| | | | | | | | Appoint contingent labour if there is any delay beyond July for staff to be in post for key roles in reporting and project support. | Sam Hennerley | 2nd | 09 Jun 2023 | |
| Transforming Cities Fund (TCF) | Financial | Tim Bellamy | Very High (4.4=21) | Assessing the TCF funding programme around deliverability and cost undertaken. Where schemes will no longer be delivered and there will be a... | High (3.3=13) | = | a) CCC and PCC to assess their TCF programme - complete | Tim Bellamy | 3rd | 31 Jul 2023 | Medium (3.2=9) |
| | | | | Meeting with DfT and ARUP to understand what programme management measures they require to be reported on a quarterly basis to DfT to maintain... | | | b) Identify funding gaps (complete) | Tim Bellamy | 3rd | 31 Jul 2023 | |
| | | | | | | | c) Suggest alternative schemes for delivery - assessment required - complete | Tim Bellamy | 3rd | 31 Jul 2023 | |
| | | | | | | | d) Paper to be written for consideration by TIC and subsequently by the Board on the requirement to approve spend by end of the financial year (including comparison with other M10 authorities) - complete | Tim Bellamy | 3rd | 31 Jul 2023 | |
| | | | | | | | e) Outline to government the revised programme - complete | Tim Bellamy | 3rd | 31 Jul 2023 | |
| | | | | | | | f) Respond to government's request for information and evidence to inform their "study" - ongoing - complete | Tim Bellamy | 3rd | 31 Jul 2023 | |
| | | | | | | | g) Liaise with DfT on the additional programme management tools and associated information to maintain confidence in the deliverability of the programme | Tim Bellamy | 3rd | 31 Jul 2023 | |
| Culture | Reputation | Rob Bridge | Very High (5.3=22) | a) Governance review underway as part of Improvement Plan. | Very High (4.3=18) | = | Ongoing engagement with Members and Officers to display appropriate behaviours. | Rob Bridge | 3rd | 29 Sep 2023 | Medium (2.3=8) |
| | | | | b) Funding secured from LGA to help develop constructive discussions between members. | | | | | | | |
| Financial - Underspend | Financial | Rob Emery | Very High (3.5=20) | a) Implementing self service financial reporting which will enable project managers to more easily identify if there is a disconnect between... | Very High (3.4=17) | = | Development of directorate self service reports including RAG rating. This work will be supported by corporate project mgt and risk training. | Rob Emery | 2nd | 30 Jun 2023 | High (2.4=12) |
| | | | | b) Financial RAG ratings are in place so it can be seen immediately as part of the monthly performance reporting. | | | Reprofiling carry forward project budgets by project managers is taking place in April 2023 | Rob Emery | 2nd | 30 Jun 2023 | |
| | | | | c) Active programme/project management by those responsible within the CPCA. | | | | | | | |
| EQIA | Legal | Reena Roojam | Very High (5.3=22) | Each project will undertake an EQIA as part of the Single Assurance Framework. EQIA training will be undertaken as part of the SAF training programme. | High (3.3=13) | ↑ | EQIA legal review to be undertaken | Sam Hennerley | 2nd | 29 Sep 2023 | Medium (2.3=8) |
| Cyber Security | Financial | Nick Bell | Very High (4.4=21) | a) Data recovery - cloud based organisation. | High (4.2=14) | ↑ | Continue to develop CPCA Cyber security position with the support of Local Digital and industry best practices from GCHQ. | Nick Bell | 2nd | 30 Sep 2023 | Low (2.2=5) |
| | | | | b) Recovery time - due back in minutes. | | | | | | | |
| | | | | c) Devices stock held to reissue equipment | | | | | | | |
| | | | | d) All devices are encrypted to protect from unauthorised access. | | | | | | | |
| | | | | e) Data access role based. | | | | | | | |
| | | | | f) Active monitoring on all systems. | | | | | | | |
| | | | | g) Yearly training to educate end users. | | | | | | | |
| | | | | h) Large number of system controls re. login protection - two factor authentication. | | | | | | | |
| | | | | i) SOCITM Cyber Essential accreditation done yearly. | | | | | | | |
| | | | | j) Remedial funding from DLUHC to support Cyber Security. | | | | | | | |
| Future Funding | Financial | Nick Bell | Very High (4.5=23) | a) Sharing risk with partners (how will we share risk with partners) | Very High (5.3=22) | = | Engage with M10 colleagues to secure new devolution deal with sustainable funding at its core. | Nick Bell | 3rd | 30 Sep 2023 | High (3.3=13) |
| | | | | (b) Workshops with partners to work out alternative funding sources | | | Activities and outputs being progressed as part of Improvement plan - including development of case for 'bidding' resource | | | | |
| | | | | c). Liaison with government and M10 on potential opportunities | | | | | | | |
| | | | | d) Consider use of existing CA powers to fund future programmes | | | | | | | |
| | | | | e) Effective programme management to take into account funding deadlines. | | | | | | | |
| | | | | f) Manage stakeholder expectations regarding CA resources available to deliver strategic objectives | | | | | | | |
| Subsidiary Companies | Financial | Edwina Adefehinti | Very High (4.4=21) | a) Action plan to address the internal audit recommendations has been developed. Early actions are being addressed. | High (3.3=13) | = | Shareholder Board to meet again later in year. | Edwina Adefehinti | 2nd | 01 May 2024 | Low (2.2=5) |
| | | | | b) Shareholder Board met 7th June 2023. Audit and action plans discussed and agreed. | | | | | | | |

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| HR Operations | Legal | Paul Lowes | Very High (4:4=21) | a) Digital review has been undertaken to identify system challenges and issues | Medium (3:2=9) | ↑ | Budget for business change (review all HR processes) and technology circa £30k p.a. Implementation costs circa £50k | Paul Lowes | 2nd | 30 Jun 2023 | Low (2:1=3) |
| | | | | b) Quick wins have been identified and implemented. | | | HR staff to be upskilled | Paul Lowes | 2nd | 30 Jun 2023 | |
| | | | | c) Long term solution HRIS to be agreed and new system procured which will generate process improvements and efficiencies | | | | | | | |
| | | | | d) Retrospective checks taking place over coming months on existing processes | | | | | | | |
| | | | | e) New staff added to the HR team | | | | | | | |
| Net Zero Hubs (1) | Reputation | Richard Hall | Very High (4:4=21) | a) Taking longer to produce specifications for technical delivery and for Managing Agents and Suppliers | Very High (4:4=21) | ↑ | Complete the Managing Agent and Turnkey Supplier Specifications | Richard Hall | 2nd | 15 Jun 2023 | Medium (1:4=7) |
| | | | | b) Further risk that suppliers may not want/be able to adapt to deliver the new scheme | | | Prepare the contracts that align to specifications | Richard Hall | 2nd | 15 Jun 2023 | |
| | | | | c) Reduction in achievable volume of delivery, with potential for significant delay and loss of funding. | | | Market engagement and testing of specifications to gauge level of interest | Richard Hall | 2nd | 15 Jun 2023 | |
| Workforce/HR | Financial | Paul Lowes | Very High (3:4=17) | a) Workforce planning - redeployment of staff / temporary contracts | High (3:3=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 vacancies. | Paul Lowes | 2nd | 31 Dec 2023 | Medium (2:3=8) |
| | | | | The introduction of establishment control measures across the CA by Finance and HR (owner) brings greater control on vacancies within the... | | | Develop workforce strategy/plan to align with Business Plan (this needs to be reviewed in context of improvement work), including specific approval for fixed term contracts linked to funding and effects of inflation. | Paul Lowes | 2nd | 31 Dec 2023 | |
| | | | | The HR Business Partner will hold regular meetings with Executive and Assistant Directors to monitor recruitment activity and create a pipeline of... | | | Keep close to ET members in the context of potential changes to funding streams as a result of the EY letter. And update recruitment tracker accordingly. | Paul Lowes | 2nd | 31 Dec 2023 | |
| | | | | | | | Financial implications of funding stream coming to an end, for example, exit payments | Paul Lowes | 2nd | 31 Dec 2023 | |
| University of Peterborough project | Financial | Richard Kenny | Very High (3:5=20) | The wider CA finances are insulated from the performance of Prop Co 1 and Prop Co 2 by no future expenditure being reliant on financial returns... | High (4:2=14) | ↓ | Paper in Forward plan to Board in November 2022 and Jan 23. | Richard Kenny | 2nd | 31 Jul 2023 | Low (2:2=5) |
| | | | | A review of the future campus business case is to be undertaken. | | | Report on the review on the future campus business case July 2023. | Richard Kenny | 2nd | 31 Jul 2023 | |