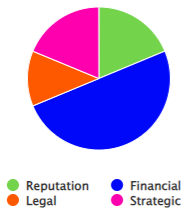


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Risk Criteria	
Project	Corporate Risk Register

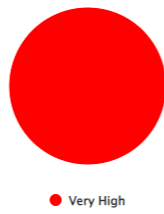
Corporate Risk Register											
Title	Risk Type	Owner	Inherent Priority	Controls Summary	Residual Priority	Residual Direction of Travel	Detail	Actions Owner	Assurance Line	Variable Target	Target Priority
Inflation	Financial	Assistant Director Resources and Performance	Very High (4.5=23)	a) Lobby government 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.	Assistant Director Resources and Performance	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.	Assistant Director Resources and Performance	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.							
				e) Engage with M10 colleagues to secure new devolution deal with sustainable funding at its core.							
				f) Consideration given to the impact of inflation on our budgets each year as part of the development of the MTFP							
Strategy Gap	Strategic	Head of Chief Executives Office	Very High (5.5=25)	a) Agreement of Corporate Plan with underpinning MTFP	Very High (4.3=18)	=	Business plan agreed at June Board.	Head of Chief Executives Office	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.	Head of Chief Executives Office	2nd	29 Sep 2023	
				c) Revised performance management framework including KPI's			Communication strategy discussed by ET, needs to be refined and implemented.	Head of Chief Executives Office	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.	Head of Chief Executives Office	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.	Head of Chief Executives Office	2nd	29 Sep 2023	
Future viability of the CA	Strategic	CEO	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.	CEO	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	Strategic Planning Officer	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	Strategic Planning Officer	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	Strategic Planning Officer	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	Interim Consultant Net Zero Hub	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.	TBC	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.	TBC	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.	TBC	2nd	09 Jun 2023	
Transforming Cities Fund (TCF)	Financial	Head of Transport	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	Head of Transport	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)	Head of Transport	3rd	31 Jul 2023	
							c) Suggest alternative schemes for delivery - assessment required - complete	Head of Transport	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	Head of Transport	3rd	31 Jul 2023	
							e) Outline to government the revised programme - complete	Head of Transport	3rd	31 Jul 2023	
							f) Respond to government's request for information and evidence to inform their 'study' - ongoing - complete	Head of Transport	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	Head of Transport	3rd	31 Jul 2023	
Culture	Reputation	CEO	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.	CEO	3rd	29 Sep 2023	Medium (2.3=8)
				b) Funding secured from LGA to help develop constructive discussions between members.							
Financial - Underspend	Financial	Assistant Director Resources and Performance	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.	Assistant Director Resources and Performance	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	Assistant Director Resources and Performance	2nd	30 Jun 2023	
				c) Active programme/project management by those responsible within the CPCA.							
EQIA	Legal	Head of Legal and Deputy Monitoring Officer	Very High (5.3=22)	Each project will undertake an EQIA as part of the Single Assurance Framework.	High (3.3=13)	=	EQIA legal review to be undertaken	TBC	2nd	29 Sep 2023	Medium (2.3=8)
				EQIA training will be undertaken as part of the SAF training programme.							
Cyber Security	Financial	Executive Director Resources and Development	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.	Executive Director Resources and Development	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	Executive Director Resources and Development	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.	Executive Director Resources and Development	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	Chief Officer Legal and Governance & Monitoring Officer (Interim)	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.	Chief Officer Legal and Governance & Monitoring Officer (Interim)	2nd	01 May 2024	Low (2.2=5)
				b) Shareholder Board met 7th June 2023. Audit and action plans discussed and agreed.							

Title	Risk Type	Owner	Inherent Priority	Controls Summary	Residual Priority	Residual Direction of Travel Direction of Travel	Detail	Actions Owner	Assurance Line	Variable Target	Target Priority
HR Operations	Legal	Assistant Director for Human Resources	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	Assistant Director for Human Resources	2nd	30 Jun 2023	Low (2:1=3)
				b) Quick wins have been identified and implemented.			HR staff to be upskilled	Assistant Director for Human Resources	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	Interim Consultant Net Zero Hub	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	Interim Consultant Net Zero Hub	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	Interim Consultant Net Zero Hub	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	Interim Consultant Net Zero Hub	2nd	15 Jun 2023	
Workforce/HR	Financial	Assistant Director for Human Resources	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.	Assistant Director for Human Resources	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.	Assistant Director for Human Resources	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.	Assistant Director for Human Resources	2nd	31 Dec 2023	
							Financial implications of funding stream coming to an end, for example, exit payments	Assistant Director for Human Resources	2nd	31 Dec 2023	
University of Peterborough project	Financial	Executive Director Economy and Growth	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.	Executive Director Economy and Growth	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.	Executive Director Economy and Growth	2nd	31 Jul 2023	

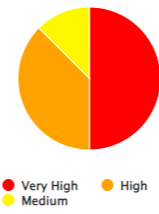
Risks by Category



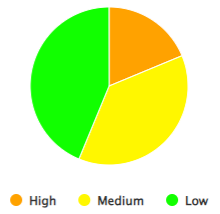
Risks by Inherent Score



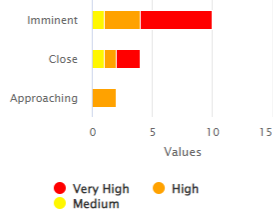
Risks by Residual



Risks by Target Score



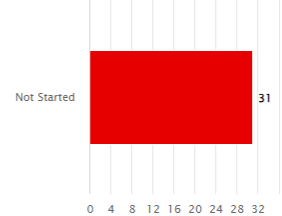
Risks by Proximity



Open and Closed Risks

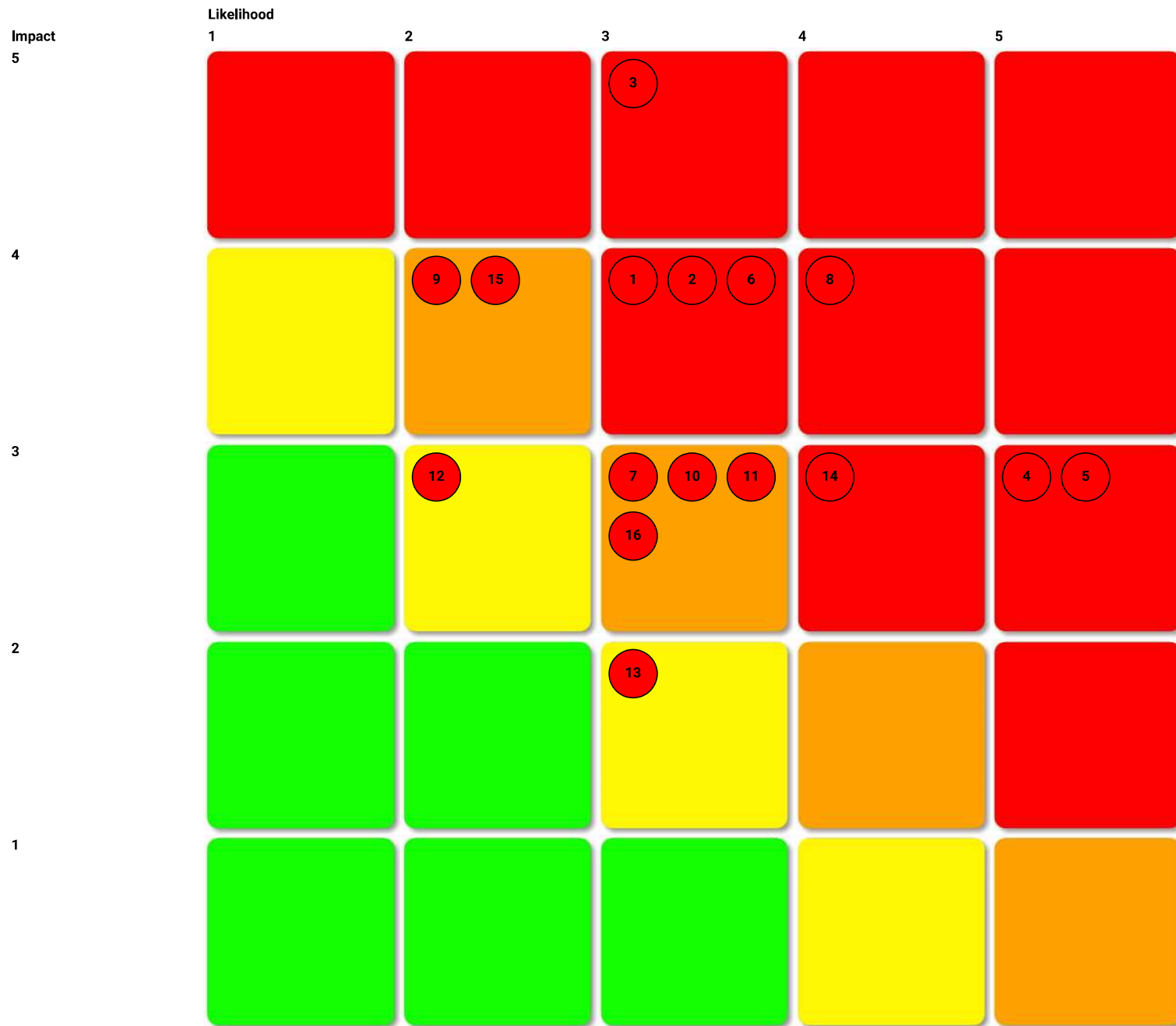


Overdue Actions



HEAT MAP - RESIDUAL MOVEMENT

In projects:
Corporate Risk Register
Status **Planning** or **Open**



< INHERENT RESIDUAL TARGET >

Matrix Id	Reference	Title	Inherent	Residual	Target	
1	1047	Future viability of the CA	Very High	Very High	Medium	↗
2	1026	Strategy Gap	Very High	Very High	Low	↗
3	1007	Future Funding	Very High	Very High	High	↗
4	1001	Inflation	Very High	Very High	High	↗
5	1061	Net Zero Hubs (2)	Very High	Very High	Low	↗
6	1093	Culture	Very High	Very High	Medium	↗
7	1125	EQIA	Very High	High	Medium	↗
8	1199	Net Zero Hubs (1)	Very High	Very High	Medium	↗
9	1135	Cyber Security	Very High	High	Low	↗
10	1073	Transforming Cities Fund (TCF)	Very High	High	Medium	↗
11	1096	Subsidiary Companies	Very High	High	Low	↗
12	1136	HR Operations	Very High	Medium	Low	↗
13	1052	Climate change	Very High	Medium	Low	↗
14	1117	Financial - Underspend	Very High	Very High	High	↗
15	1068	University of Peterborough project	Very High	High	Low	↗
16	1015	Workforce/HR	Very High	High	Medium	↗