Risk	Date Identified	gister Cause(s)	Risk Event	Effect(s)	Risk Type	Risk Status	Risk Proximity	Likeli hood (1-5)	Impact (1- S)	Inherent RAG score	Date Last Review	Mitigation Plan (Current Controls)	Mitigation Action (New Controls)	Action Owner	Date Action Closed	Likeli hood (1-5)	S) Residual	Comments/Notes /Assumptions	Risk Owner	Escalation Required? Date Closed
10	01/03/2020	Cools 19 Pandemic (B)	Congoin of the delay of the Combined Authority objections in regard to the abort term accreamic objections.	Economic impact of locidations in response to Corlet-19, may have implications for fulful government funding and for concernin activity with the Condense Authority was in the social lasts.	Strategic	Open	lmminent	4	4	Total	06/01/2021	Support to load boarbeases to swither the Crost-19 incidence in co-ordinates with the constitution classified. Providing symmetry application and so ordinates and providing government guidations and so ording with four malliance forum to plain the receives and standards of services. Additional budget error amends from goot.	Extracts Resident and Sucress Recovery Grape.  Based regular. METP in prioritation branch accordant recovery  Manufacture of the SCO (Chiedge Recovery Grape) - seewly transport recovery  Magnati bran.  Classed economic recovery grape.  Magnati bran.  Classed economic recovery privatey - will be implamented in Cubid or 2000  CRID (part) - schemibal with Code 19 religioring sales.	Chief Executive		3	4 12		Chief Executive	N/A
11	11/11/2020	Covid -19 Pandemic (C)	Disciplion of the deflary of the Combined Authority objectives in regards to the large turns economic objectives	Economic impact of lockdown in response to Cond-19, may have implication for future government furting and for occurrent acting and for occurrent acting within the Condensed Authority area in this large laster.	Strategic	Open	Imminent	•	•		06/01/2021	Supports have becomes to resulter the Crist-19 includes—in co-crisides with learning becomes guideline and existing with board resilience forces to plan the existence control of selections and the control of the co	Basevan Kresson and Busevan Receivery Groups Basel region. 11879 exclusives hereafte accounts receively Manchanithy of the SCG (Strakejin Recovery Group) - seasily transport recovery Magnetia forum Clasified accounts recovery group.  Magnetia forum Clasified accounts recovery group.  Clasified accounts recovery group.  Clasified accounts recovery group.  CRE O part - selected with Clasified accounts recovery  CRE O part - selected with Clasified accounts recovery.	Chief Executive		5	2 10		Chief Executive	N/A
21	11/11/2020	Potential impact of Break on delivery of the Combined Authority's Growth Ambition Programme (B)	Potential impact of Breat on delivery of the Combined Authority's Groot Architon Programme in the long term.	Potential financial uncertainty and aconomic instability leading to insufficient inwestment in printity projects in the long farm.	Strategic	Open	Approaching		4		06/01/2021	Apportuned of SRO is solvic on DREXT miligration briskey and oversee implementation of INTERM assisted to SRO is assist with strokey and implementation fungament with fluriness Advisory Parel & Business Board to believe were of commission. Engagement with business organization (FSB, CBI etc) side/holders to support and occasion.	barchainy of alloyweeky bakes from INCA_CRES, 498C to reven information in account and on trides, excepting folding determ relevant to level. Engagement with LEP hallows and CLOI on furting for additional resources, blands for possible repaids reading from these third develop study.	Director of Business & Skills (Brexit Lead)		1	2 2	Propose to close if impacts do not develop	Chief Executive	N/A 06/01/2021
8	01/09/2019	Absence of funding of historic ambitious and long stalled Programmes	Anhibitions and lung skilled grogarenmes can not proceed due to lack of government funding and or private investment. The leveling up fund has been amounted and provides a £4b opportunity for CPCA bid a list is being prepared.	These are made programmes that all require class and invention forming a simple of Pary are jumpless. CPC At facility jates been used to except the steasibly and Strategic Clarke Bostenses. Classes ACIdes Bostenses Classes Clarke Strategic and Classes ACIdes Bostenses Classes for such schames. CPCA funding a schedule of such as a category and an emphase in bringing those submirries format.	Financial	Open	Close	3	3		06/01/2021	Work in propessing all developing the business cases. Editablishes across the safety acquired year working logisher business issued as growth agreed acting business planting the last in based second the growth agreed and acting the measures will have put an coordinated and accommendation of the safety of the second and accommendation of the safety accommendation	Storny budget process and funding allocation within CPCA MITP and Business Plans Business Class approved by CPCA Buset and Statentoters Ongoing discussions with Withhalf departments about access to redirect funding pring	Directors		3	3 9		Chief Finance Officer	NIA
17	15/05/2020	Urbudgeled 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 prejudice the Combined Authority's shilly to manage its finances and could utilimately prejudice delivery of the Combined Authority's Business Plan and a balanced budget.	Financial	Open	lmminent	5	3		06/01/2021	Close working with delivery partners through best-practice project and programme management. Policial and serior leadership engagement with partners to ensure effectives commissication, and yearing, and disn'ally and delicitive sociation of leasure. effective the focus on the relationship between scheme design and cost at an early stage.	I) Emaring corruptions with CPCA project messignment guidence (i) Most-69 project by highly fail profession of a Tensional by highly fail profession of a Tensional by highly fail profession of a Tensional Programme Bosset (r) stronger discipline secured the composition and socking of project boasts for intrividual projects by highly project profession for intrividual projects by highly project profession for intrividual projects by highly profession descriptions of the composition of	Director of Delivery & Strategy		3	3 9		Chief Executive and Chief Finance Officer	NA
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		06/01/2021	Provision of persussive evidence to the Cateway Review demonstrating the good management and value for money delivered through Calmshare funding. Processes are in place to allow a proven delivery record.	(i) Effective working with the evaluation contractors SQW (ii) provision of good evidence to the evaluation (iii) effective briefing of internal and outernal contributors to the review process (e); the production of an inspectful Complementary Report (v) collective CMT engagement in preparation for the review	CMT Members, Roberts Futon, Mike		2	4 :		Director of Delivery & Strategy	N/A
11	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		06/01/2021	CPCA furding an independent climate change commission to provide activice and recommendations on how to delivery Combined Authority ambitions and to achieve nai-2xine.  Strategic combined authority policies require business cases for the delivery of projects to be consistent with the net-2xin ambition.	Supporting the independent climate change commission and implementing its recommendations in due course (Feb 2021)  Wildering the range of policy requirements on CA projects to be rest-also consistent.  Accommodation, triwell and internal policies to reduce scope one & two emissions	All Directors		4	2 8		Chief Executive	N/A
,	01.09(2019	External delivery partners unable to deliver on agreed commitments to CPCA projects	Esternal delivery partners do not meet deadlines, butget 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	4	3		06/01/2021	Cine working with delivery pathers through best-practice project and programme management. Policial and serior leadership engagement with pathran to ensure affective communication, early warning, and Smely and effective escalation of issues.	(i) Emuring compairms with CPCA project management guidance (ii) Monthly project highlight aporting (iii) Monthly budget monitoring (iii) Chandra (iii) Monthly budget monitoring (iii) Chandra of programmes boards to employ partners at sealor level in messignit partner and in (inpair project project is y direct in-house controlling with the supply chandra (iii) (inpair project projects by priest the your chandra of the projects by direct in-house controlling with the supply chandra (iii) and interest investigate (iii) and propried that you controlling with the supply chandra (iii) and interest investigate (iii) appeared with discharge projects (iiii) housing barns in monitor changes of the measted and polarised independent with discharge partners on no measter projects (iiii) housing barns in monitor changes of the measted and polarised independent projects (iiii) housing barns in the monitor changes of the measted and polarised independent independent projects (iiii) housing barns in monitor changes of the measted and polarised independent independent projects (iiii) housing barns in monitor changes of the measted and polarised independent independent projects (iiii) housing barns in monitor changes of the measted and polarised independent independent projects (iiii) housing barns in monitor changes of the measted and polarised independent independent projects (iiii) housing barns in monitor changes of the measted and polarised independent projects (iiii) housing barns in monitor changes of the measted and polarised independent projects (iiii) housing barns in monitor changes in the measted and polarised independent projects (iiiiiii) in the measted and polarised independent projects (iiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii	CMT Members, PMO, Project Managers		3	4 12	CPCA to seek commitment for loans.	Director of Delivery & Strategy	N/A
21	11/11/2020	MHCLG Review of £100m Housing programme	Up to £45m of Covernment funding not provided and change of end date of £100m Hosaing Programme from 31st March 2022 to 31st March 2021	£170m programme has shortage of anticipated capital and significantly reduced time and capability to deliver target of £000 houses and the £100m programme within the £170m. Potential reputational demage to £70 to housing programme lobe;	External	Open	Approaching	3	5		06/01/2021	Continued contentrication with BEIS & MHCLG about progress and cutcome of review. Escalate for political intervention and provide information to substantiate case inform Committee manners and stablesiders. Priorities and defer funding decisions with focus on schewing delivery targets by supporting those schemes with sensities state on site.		Housing Director		•	3 12	Mitigation implemented and escalated through political channels.	al Housing Director	
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	06/01/2021	Cliefly around existing priorities and contractual obligations.	MTFP, Business Plan, Leaders Strategy meetings in light of the forthcoming elections.	Chief Executive		2	2 4	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 whether the change in which is the change in which which is the change in which is which is which which is which is which is which which is which which which is which whis	Chief Executive	N/A
6	01/09/2019	Change in government policy around devolution (line needs neworking)	Lack of structural maillance / insufficient internal resourcess	Failure Is maintein (EAL) due to the devolution white paper and brown changes of transferring of the temport same from PCC and CCC. Including changes in EAL Anguistment, the CCC and CCC. Including changes in EAL Anguistment to the CCC and CCC. Increase in substitute comparise requiring increased employment to accelerate programmes e.g. CAM	Strategic	Open	Close	٠	2	8	06/01/2021	Employed a statelegy team to consider and report on the impacts.  199 function to allow recruitment of additional transport function.  Emouring we have sufficient funding to allow employment.	The Discharce medic weekly and are approached for signing off scriational to new pools.  The FR was has been increased to support the organizational shutches and reconstructed conditional of collabor.  These are self-declinated to programme management with a system of monthly project largifully recording. The enabless December in more resources for higher rails projects (a first an increase of the collaboration of the condition of the collaboration of the collaborati	Chief Executive		4			Chief Executive	N/A
7	01/09/2019	Protestial impact of Break on delivery of the Combined Authority's Growth Ambition Programme (A)	Polaridal impact of Beaxt on delivery of the Combined Authority's Growf. Ambition Programms in the short term.	Potential financial uncertainty and economic instability leading to insufficient investment in priority projects in the abort term.	Strategic	Open	Close	4	4		06/01/2021	Apportence of SRD to adultie on ISPECIT mitigation strology and owness registerantifican Appointment of INTERM assisted to SRD to assist with stology and implementation Engigement with fluximess Adultion Parel & Boarises Board to balance views of commission Engigement with thurises organization (FSB, CBI etc) stale/adultion to sugment encourses.	Mancholing of dishylwesky judicine from MCHC, BEIS, MBCC is arrown elementation in account and on today, excepting formation many missioned to need Engagement with LEP histonic and CLEU on funding for additional resources.  This second to self-inventors amounted.	Director of Business & Skits (Breet Lead)		2	2 4	Assumption being that CPCA re-calibrate our objectives to reveal that the control of the control of the control of the main resultant fair tellular to the long term excludes in resultant fair to the control of the control of the control of the control of the control of separately from Europe.	Director of Business & Skills (Bresit Lead)	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 addit unknowing the ability to turnset the operational transmiss of the Combined Authority	Operational	Open	Imminent	٠	•		06/01/2021	Oeveloped a business confinally plan based on technological advances (digital transformation)	Communication with both suppliers and delivery pathness All Combined Authority staff are now wonking from home, with support for remote meetings. Developed on digital transformation on wintual exhibitions and online Committee (Total Interesting).  Liaison with suppliers to ensure continuity of supply chains.	Chief Executive		3	12		Chief Executive	NIA
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 sats out how resources will be deployed and managed within. This is fundamental to say proper management process and any specting that will be required by CPCA Board, Stakeholdens and Government. Without this, no prioritisation takes price and them is not considered measurement of outcome v ambition. It is the framework for sound care allowed the control of th	Financial	Open	Imminent	2	5	10	06/01/2021	A comprehensive Medium Term Financial Pien was approved at Board in January 2000, and is in the process of being reviewed as part of the COVID-10 response to Closus on relability plotfels to support economic socresy, Regular financial and budget opdate reports are provided to Commission and to the COVID-10 sound internal financial and the Covid-10 sound internal financial finan	Anothy 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  Compresses connected to Assessment & Commission and Another	Chief Finance Officer		1	3 3		Chief Finance Officer	N/A
22		Delivery partner authorities determining that costs incurred in relation to CPCA capital funded projects should not be treated as capital expenditure for the purposes of the relevant finance rules.	Grant funding which is expected to be treated as capital expenditure is required to be treated as reverse expenditure by CPCA, as a result of a determination by a pathse delivery suthority. The risk would be a consequent shortfall in reverse funding to meet the commitment.	Revenue funding deficit	Financial	Open	Approaching	2	3	6	12/01/2021	Discussions with Delivery Partners including consilhant authorities.  Ensure that great determination letters are explicit in the expectation that capital great funds will be used only for capital purposes.		All Directors		1	3 3		Chief Finance Officer	(44)
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Risk ID Date Identified	Cause(s)	Risk Event	Effect(s)	*	Risk Status	Risk ox imi	(1-5)	ğ ŵ	Inherent IAG score	Mitigation Plan (Current Controls)	Mitigation Action (New Controls)	Action Owner Date	Action	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	20	Comments/Notes /Assumptions	Risk Owner	Escalation Required Date Closed
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