

Generated Date	01 Mar 2024 15:57	
Risk Criteria		
	Project	CPCA Risk Register
	Risk Area	Corporate

CPCA Risk Register												
Reference	Title	Risk Type	Owner	Inherent Priority	Controls Summary	Residual Priority	Residual Direction of Travel	Detail	Owner	Assurance Line	Current Implementation Date	Target Priority
1047	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. - Complete b) Actions contained within original improvement plan now complete. c) Had a revised Best Value Notice that recognises the significant work that has been achieved and addressed most issues, a revised improvement.. d) Developed and implemented a new governance model, in effect, from 31st May, 2023 - complete e) Improved communications between partners delivered. f) Partnership mapping completed to identify and develop critical strategic and operational partnerships. g) Particular focus now on partnerships that extend beyond the local area (e.g. EEH, OxCam Arc)..	Medium (3:3=13)	=					Medium (2:3=8)
1052	National policies on climate change impacting on CPCA funding	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. b) Public Affairs engaging with local and national decision-makers to illustrate impact of policy changes on the area. c) Keeping Climate action plan up to date, keeping evidence base current. e) Maintaining effective networks and national and regional level to enable horizon scanning. Regular progress reporting on net zero progress and climate impacts to Climate partnership (quarterly) and E&SC Committee.	Medium (2:4=12)	=	Clear messaging on climate impacts and the need for change. Launch of enhanced website information.	Strategic Planning Officer	3rd	31 Dec 2023	Low (1:3=4)
1073	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.. Regular meetings with DfT to highlight the programme and project management measures in place - discussions based on quarterly returns and positive...	Medium (3:3=13)	=	f) Respond to government's request for information and evidence to inform their "study" - ongoing - complete 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 Head of Transport	3rd 3rd	30 Nov 2023 30 Nov 2023	Medium (3:2=9)
1088	Governance - VFM risk relating to governance	Strategic	CEO	Very High (5:3=22)	Both the A&G and O&S Committees have been briefed on the issues and are making their own recommendations to the board and will work to support the.. Permanent appointments have been made to all CMT roles including a permanent CEO who started in June 2023 and clear processes in place to replace.. Regular engagement with external auditors, Independent Improvement Board, DLUHC and BEIS. Letter written by CEO to DLUHC and BEIS officials seeking release of the funds now that significant improvements have been made, or if the... Improvement Plan in place since October 2022 that has delivered very significant improvements within the Combined Authority and is now moving into...	Medium (3:3=13)	=					Low (2:2=5)
1093	Culture	Reputation	CEO	Very High (5:3=22)	a) Governance review underway as part of Improvement Plan. - complete b) Funding secured from LGA to help develop constructive discussions between members. - complete Regular staff engagement and surveys have shown progress on organisation culture and the CIVIL values have been agreed. Next stage of Improvement.. Ongoing engagement with Members and Officers to display appropriate behaviours.	Medium (3:3=13)	=					Medium (2:3=8)
1117	Financial - Underspend	Financial	Executive Director Resources and Development	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... b) Financial RAG ratings are in place so it can be seen immediately as part of the monthly performance reporting. c) Active programme/project management by those responsible within the CPCA. In process of introducing work in progress commitment accounting	Medium (3:3=13)	=	Development of directorate self service reports including RAG rating. This work will be supported by corporate project management, budget management and risk training. PMO and Finance to work with service to identify which projects are actually not delivering and which are delivering but not having funds drawn down by elivery partners. Working with our external project partners on transport projects being delivered by partners, developments in reporting	Assistant Director Resources and Performance Assistant Director Resources and Performance Executive Director Resources and Development	2nd 1st	31 Mar 2024 31 Mar 2024 31 Mar 2024	Medium (2:3=8)
1125	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. EQIA training will be undertaken as part of the SAF training programme. EQIA policy needs to be developed prior to the equalities impact assessment	Medium (3:3=13)	=	EQIA legal review to be undertaken	TBC	2nd	30 Nov 2024	Medium (2:3=8)
1135	Cyber Security	Financial	Executive Director Resources and Development	Very High (5:4=24)	a) Data recovery - cloud based organisation. 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.	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	31 Mar 2024	Medium (3:2=9)
1007	Future Funding	Financial	Executive Director Resources and Development	Very High (5:5=25)	a) Optimise the CA's ability to successfully bid into funding 'calls' - strategies and new PMO functions b) Workshops with partners to identify opportunities to deliver projects without Government grant c) Lobby Government for greater freedoms and flexibilities in funding, including devolved multi-year settlements d) Consider use of existing CA powers to fund future programmes e) Manage stakeholder expectations regarding CA resources available to deliver strategic objectives	Very High (5:3=22)	⬆	Engage with local partners, M10 colleagues & DLUHC to secure new long-term funding with greater freedoms and flexibilities through the devo negotiations with DLUHC. We are now working on developing the role of the PMO in line with the review completed in 2023. Implementation of the Single Assurance Framework to ensure best use of remaining discretionary funding sources.	Executive Director Resources and Development Executive Director Resources and Development Executive Director Resources and Development	3rd 3rd 3rd	30 Nov 2023 30 Nov 2023 30 Nov 2023	High (4:2=14)
1136	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 b) Quick wins have been identified and implemented. 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	Medium (3:2=9)	=	Budget for business change (review all HR processes) and technology circa £30k p.a. Implementation costs circa £50k Budget for business change (review all HR processes) Phased approach to implementation starting with recruitment to application tracking software (our biggest challenge as we grow). Core HR system, performance management, learning and development, and payroll. HR staff to be upskilled.	Assistant Director for Human Resources Assistant Director for Human Resources Assistant Director for Human Resources Assistant Director for Human Resources Assistant Director for Human Resources	2nd 2nd 2nd 2nd 1st	31 Jul 2024 31 Jul 2024 31 Jul 2024 31 Jul 2024 31 Jul 2024	Low (2:1=3)
1001	Inflation	Financial	Executive Director Resources and Development	Very High (4:4=21)	a) Lobby government to highlight our position and what will happen without a more sustainable funding solution b) Project delivery - enter into fixed price contracts, i.e. transferring inflationary risk to contractors. c) Project delivery delays mitigated by active project management to minimise slippage. d) Reconsideration of the use of CA powers to use financial freedoms. e) Engage with DLUHC to secure new devolution deal with sustainable funding at its core. f) Budget and project managers consider the impact of inflation on their budgets each year as part of the development of the MTFP. g) £2.4m put aside in 22-23 from underspend into inflation reserve to be used when/if needed to cover revenue inflation risk.	Medium (3:3=13)	=	Implementation of the SAF will include active monitoring of the capital programme and create a route for projects to be accelerated to fill any space created by delays within the overall programme. Programme managers and Budget Holders reviewed their budgets as part of the 24/25 MTFP cycle and these updated costs are being included in the draft MTFP development.	Executive Director Resources and Development Executive Director Resources and Development	2nd 2nd	01 Jan 2024 01 Jan 2024	Medium (2:3=8)

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1015	Workforce/HR	Financial	Assistant Director for Human Resources	High (3:4=17)	a) Workforce planning - redeployment of staff / temporary contracts	Low (2:2=5)	⬇️	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	Low (2:2=5)
					b) 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	
					c) The HR Business Partner will hold regular meetings with Executive and Assistant Directors to monitor recruitment activity and create a pipeline...			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	
1068	University of Peterborough future expansion	Financial	Executive Director Economy and Growth	Medium (3:3=13)	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...	Medium (3:2=9)	=	Working groups have been created to progress with the OPA and find solutions for the relocation of existing local amenities which currently occupy the site.	Executive Director Economy and Growth	2nd	31 Mar 2024	Low (2:2=5)
					Phase 2: Marketing underway to seek to identify tenants. Conversations with ARU regarding new shareholders agreement continue.			Engage with partners to establish programme delivery for future phases / programme business case.	Executive Director Economy and Growth	2nd	31 Mar 2024	
2310	Net Zero Hub / HUG2	Reputation, Financial	Executive Director Resources and Development	High (3:4=17)	Modelling and looking at cost control as part of the change request Working with our supply chain to maximise capital delivery per property. Review end of Q1 our progress and then decide on further controls	Medium (3:3=13)	⬆️					Medium (3:2=9)
2307	Subsidiary companies and shareholder membership	Reputation, Financial, Legal, People, Governance	Chief Officer Legal and Governance & Monitoring Officer (Interim)	Medium (3:3=13)	Shareholder/Investment Committee establishment with regular oversight of the companies.	Low (2:1=3)	⬆️					Low (2:1=3)
					CPCA appoint directors on boards of these companies.							