

| Corporate Risk Register | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------|-----------------|--|--|--|-------------|-------------|------------------|--------------|--------------------|------------------|--|--|---|--------------------|------------------|--------------|--------------------|--|---|----------------------|-------------|--|
| Risk ID | Date Identified | Cause(s) | Risk Event | Effect(s) | Risk Type | Risk Status | Likelihood (1-5) | Impact (1-5) | Inherent RAG score | Date Last Review | Mitigation Plan | Mitigation Action | Action Owner | Date Action Closed | Likelihood (1-5) | Impact (1-5) | Residual RAG score | Comments/Notes / Assumptions | Risk Owner | Escalation Required? | Date Closed | |
| | | | | | | | | | Total | | | | | | | | Total | | | | | |
| 16 | 01/03/2020 | Covid-19 Pandemic (B) | Disruption of the delivery of the Combined Authority objectives | Economic impact of lockdown in response to Covid-19, may have implications for future government funding and for economic activity within the Combined Authority area | Strategic | Open | 4 | 4 | 16 | 24/09/2020 | Support to local businesses to weather the Covid-19 lockdown - in co-ordination with the constituent councils Following government guidelines and working with local resilience forum to plan the recovery and restoration of services. Additional budget announcements from govt. | Business Restoration and Business Recovery Groups Board reports - MTFP re-prioritisation towards economic recovery Membership of the SCG (Strategic Recovery Group) - weekly transport recovery group. Mayoral forum Chaired economic recovery group Local economic recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted with Covid-19 mitigating asks. CPCA grants | Chief Executive | | 3 | 4 | 12 | | Chief Executive | 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 | There are major programmes that will require clear and innovative funding strategies if they are to progress. CPCA funding has been used to develop the feasibility and Strategic Outline Business Cases/Outline Business Cases for such schemes. CPCA funding is intended to act as a catalyst and an enabler in bringing these schemes forward. | Financial | Open | 4 | 3 | 12 | 24/09/2020 | Work is progressing at developing the business cases. Stakeholders across the wider geography are working together to tackle the issues around the growth agenda. Getting Board agreement and matching resources will help get a coordinated approach to priorities and bidding for resources. Funding sources have been identified for key sources and CPCA resources allocated to move projects to those funding decisions. The funding for all projects listed in 'leveraged future schemes' appendix to the 20/21 MTFP will be considered within business cases which will be brought to the Board for approval. | Strong budget process and funding allocation within CPCA MTFP and Business Plan Business Case approval by CPCA Board and Stakeholders Ongoing discussions with Whitehall departments about access to national funding programmes, such as LLM | Directors | | 3 | 3 | 9 | | Chief Finance Officer | 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 prejudice 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 | 5 | 3 | 15 | 24/09/2020 | Close working with delivery partners through best-practice project and programme management. Political and senior leadership engagement with partners to ensure effective communication, early warning, and timely and effective escalation of issues. Particular focus on the relationship between scheme design and cost at an early stage. | (i) Ensuring compliance with CPCA project management guidance (ii) Monthly project highlight reporting (iii) Monthly budget monitoring (iv) creation of a Transport Programme Board (v) stronger discipline around the composition and working of project boards for individual projects (vi) regular project reporting to Board and Committees (vi) review of historic overruns to establish cause, (vii) updating project management guidance inline with audit recommendations e.g. Lancaster Way | Director of Delivery & Strategy | | 3 | 3 | 9 | | Chief Executive and 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 | 3 | 5 | 15 | 24/09/2020 | Provision of persuasive evidence to the Gateway Review demonstrating the good management and value for money delivered through Gainshare 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 external contributors to the review process (iv) the production of an impactful Complementary Report (v) collective CMT engagement in preparation for the review | CMT Members, Roberta Fulton, Mike Soper | | 2 | 4 | 8 | | Director of Delivery & Strategy | N/A | | |
| 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 | 4 | 4 | 16 | 24/09/2020 | CPCA funding an independent climate change commission to provide advice and recommendations on 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 consistent with the net-zero ambition. | Supporting the independent climate change commission and implementing its recommendations in due course (Feb 2021) Widening the range of policy requirements on CA projects to be net-zero consistent Accommodation, travel and internal policies to reduce scope one & two emissions | All Directors | | 4 | 2 | 8 | | Chief Executive | N/A | | |
| 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 | 4 | 3 | 12 | 24/09/2020 | Close working with delivery partners through best-practice project and programme management. Political and senior 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) Monthly project highlight reporting (iii) Monthly budget monitoring (iv) Creation of programme boards to engage partners at senior level in managing larger areas of work (v) regular project reporting to Board and Committees (vi) minimising delivery partner risk on some projects by direct in-house contracting with the supply chain (vii) achieving increased clarity about roles and responsibilities in the partner landscape (viii) targeted Mayor-level political engagement with delivery partners on some projects (viii) housing team to monitor changes to the market and potential impacts of Covid-19 | CMT Members, PMO, Project Managers | | 2 | 3 | 6 | | Director of Delivery & Strategy | N/A | | |
| 4 | 01/09/2019 | Forth coming 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 | 4 | 2 | 8 | 24/09/2020 | Clarity around existing priorities and contractual obligations. | MTFP, Business Plan, Leaders Strategy meetings in light of the forth coming elections. | Chief Executive | | 4 | 1 | 4 | Elections are bound to have an impact on the priorities on the organisation, but there are systems in place that are able to adapt to the change in priority | Chief Executive | N/A | | |
| 6 | 01/09/2019 | Change in government policy around devolution | Lack of structural resilience / insufficient internal resources | Failure to maintain BAU due to the devolution white paper and known changes of transferring of the transport teams from PCC and CCC. Including changes in SLA requirements. Increase in subsidiary companies requiring increased employment to accelerate programmes e.g. CAM | Strategic | Open | 4 | 2 | 8 | 24/09/2020 | Employed a strategy team to consider and report on the impacts. HR function to allow recruitment of additional transport function. Ensuring we have sufficient funding to allow employment. | The HR team has been increased to support the organisational structure and recruitment of candidates of calibre. There are staff dedicated to programme management with a system of monthly project highlight reporting. This enables Directors to move resources to higher risk projects. We are in the process of standardising documentation to create a single source of information which builds resilience in case of individual staff members incapacity | Chief Executive | | 4 | 1 | 4 | | Chief Executive | N/A | | |
| 7 | 01/09/2019 | Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme | Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme | Potential financial uncertainty and economic instability leading to insufficient investment in priority projects. | Strategic | Open | 4 | 4 | 16 | 24/09/2020 | Appointment of SRO to advise on BREXIT mitigation strategy and oversee implementation Appointment of INTERIM assistant to SRO to assist with strategy and implementation Engagement with Business Advisory Panel & Business Board to balance views of businesses | Monitoring of daily/weekly bulletins from MCHLG, BEIS, HMRC to ensure information is accurate and up to date, recognising funding streams relevant to need Engagement with LEP Network and CLGU on funding for additional resources | Director of Business & Skills [Brexit Lead] | | 2 | 2 | 4 | Assumption being that CPCA re-calibrate our objectives to a new GVA figure | Director of Business & Skills [Brexit 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 staff undermining the ability to transact the operational business of the Combined Authority | Operational | Open | 4 | 4 | 16 | 24/09/2020 | Developed a business continuity plan based on technological advances (digital transformation) | HR support to staff working remotely. Communication with both suppliers and delivery partners All Combined Authority staff are now working from home, with support for remote meetings. Developed on digital transformation on virtual exhibitions and online Monthly Budget monitoring reports | Chief Executive | | 1 | 4 | 4 | | Chief Executive | 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 Government. Without this, no prioritisation takes place and there is no clear measurement of outcome v ambition. It is the framework for sound decision making. | Financial | Open | 2 | 5 | 10 | 24/09/2020 | A comprehensive Medium Term Financial Plan was approved at Board in January 2020, and is in the process of being reviewed as part of the COVID-19 response to focus on refreshed priorities to support economic recovery. Regular financial and budget update reports are provided to Committees and to the CPCA Board. Internal Management reporting is being developed alongside the PMO highlight reports. | All business cases for capital spend is approved at Board CFO and Monitoring Officer to sign off all business cases and reports Corporate approach to Monitoring & Evaluation and Action. | Chief Finance Officer | | 1 | 3 | 3 | | Chief Finance Officer | N/A | | |
| 19 | | | | | | | | | 0 | | | | | | | | 0 | | | | | |
| 20 | | | | | | | | | 0 | | | | | | | | 0 | | | | | |
| 21 | | | | | | | | | 0 | | | | | | | | 0 | | | | | |