						Risk Title		_	_				Cause & Effect	Inherent Score	e Risk Control		Residual Score		Action required		S	Risk cost		_
Risk Ref	Risk Title	Date Identified	Risk type	Proximity	R lsk Status	Risk Owner	Risk Lead	Last Updated	Latest Review Date	Last Reviewed By	Last Review Comments	Cause	Effect	Inherent Risk Score	Control (mitigation action)	Control Owner	Residual Risk Score	Action	Person responsible	Date to be implemented by	Date action closed (if applicable)	Cost of risk control (£k)	Escalation Required? Target Risk Score	
1	Inflation	67/63/2022	Financial			Ohlef Finance Officer	РМО	06/07/2022	06/07/2022	PMO/CFO	Phototic is spit s.M. a) inflution own array scale, agreen 6.Bm aliffying casts will array scale. Spit scale of the state of the scale	RPI bilition may nia to 15% in the short term, sailing ideaton is Baily to be close 4%.	a) One pay east of Inflation - E200k aff are spending prover The effection on ennual Gaundane adheadion of E200m 4 E200k.	23	a) Lading powersent is highlight out inside a set and set of the system much a new scalandist burge and set. b) Project designs, and a set of the set of the set is hardward filtering with a contention. b) Project designs, and a set of the set is hardward filtering with a contention. c) Project designs, and a set of the set is hardward filtering with a set of the set of the set of the set of the set of the set of the set of the set of the set of the set of the set of the designs of the set of the set of the set of the design of the set of the set of the set of the set of the design of the set of the set of the set of the set of the design of the set o	Chief France Officer	20	PMO to talk to finance	PMO				12	
2	Future funding	67/63/2622	Financial			Ohlef Finance Officer	Director of Delivery & Strategy	06/07/2022	06/07/2022	PMO/CFO		a) Lask of generated facts today areas executely with obtain the second process of the second proces of the second process of the second proces of the se	Effect founds stability of schemes. Impact on delivery on the devoktion dust. Pause on ours funding could impact on the ability of the CPCA to make a latenced luckget 202394	25	 Daning (sh with partners) then will we share risk and partners). Workspace and partners to seek ad admeniate fielding access Latan shi gavermari and MYD on exportations of the second second second second second second research and the second second second second second fielding dualities. Elfectual parameters and second second second matching dualities and second second second second fielding dualities. Elfectual parameters and second second matching dualities and second second second matching dualities and second second second second second second second second second matching dualities and second second matching dualities and second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second	Section 73 officer in lation with Director of Dakkey and Strategy.	22	Under the landsmithy of the interim GCO in transmitting of the interim GCO in transmitting parts in builty concerns.	PMO				13	
3	Workforce'HR	07/03/2022	Financial			HR	HR	05/07/2022	05/07/2022	HR		Current funding unding — temporary in nature	Impact of workforce potential job bases	17	a) Workforce planning - redeployment of skall / temporary contracts	HR	13	Recruitment register being discusses forhightly at ET and is extended to include planned leavers to enable us to take a more strategic-leaver on vacancies. Develop workforce strategy/plan to align with Business Plan (bin needs to be reveived in constact of improvement work/	HR	TBC			8	
4	Capacity	07/03/2022	People			HR	HR	05/07/2022	05/07/2022	HR		Not enough capacity in terms of stability of staffing, motivation of staff, and staff working beyond capacity for protonged periods	Impact on copacity to deliver in a timely manner; turnover and knowledge loss; preparedness	20	a) Resource management strategy and workforce planning b) Pay policy review c) transformation programme – aims to ensure resources in right place.	HR	13	PMO to speak to HR					8	
5	Strategy gap	07/03/2022	Strategic			Director of Delivery & Strategy	РМО	08/07/2022	08/07/2022	РМО		haudfolard Social on photons and their alignment to resources, - Lacked distange agreement - PEThy resources against new shakeges.	Net meding statuje objective as per daviation that and associated performance measures.	25	a) agreement BCAS - agreed including Communication strategy: in preparation of agreement Bcance Year. Any Bogreed d) governme torease Year. Any Bogreed d) governmence involve: Including informat policy papelies work. e) policited CPER refresh requires futher board math, not due in Sign (0) CA Board Bbases Board workshops - one alread heat, not due in Sign().	Wider strategy team	18	Business plan agreed at June Board Further Business Board away day planned. (8h July) Communication strategy discussed by ET, needs to be refined and implemented. New CEX Group has had an initial meeting. CEX Group will meet monthly.			2		3	
6	Information governance and security	67/63/2022	Governance			Chief Legal Officer	Legal	04/04/2022	04/04/2022	Legal		IT accurity. Gaps in IT infrastructure.	Repartional damage, item of systems or data. Information Commissioner Officer potential logal exposure and frees.	22	a) IT security testing plan (a) Actions from the RSM TF Audit have now been substantially impremented including daily back, op distantial plane recovery in place. Work is origining in relation to IT the structure and access privileges.	Logal	14	PMO to speak to legal					9	
7	Stakeholder loss of confidence	07/03/2022	Strategic			CEX	Director of Delivery & Strategy	08/07/2022	08/07/2022	РМО		Loss of Confidence in the organisation to be effective in the devolution context; not seen as reliable partner	Staksholderljublic risk around increasing faal poverty, homelessness, demand for housing etc.	22	Building confidence with central government. Meve to more networked decision making and deferry Improved communications between partners Developing an improvement plan with stakeholder involvement.	CEX Office	13	Under the leadership of the interim CEO an improvement plan is being developed.	24				8	
8	Climate change	67/63/2022	Strategic			Strategy team		04/04/2022	04/04/2022	РМО		Changing national policy or new evidence requires comprises the deliverability of current projects or of the devolution deal objectives Change in government carbon calculations; water as an assessment tool.	Government guidance changes leading to changes to project scopes and subsequent budget/programme increases.	13	Keeping Climate action plan up to date, keeping evidence base current. Maintaining independent climate change commission to provide advice. Maitaining effective networks and national and	Director of Delivery & Strat	8							
9	Public Health	67/63/2022	Strategic			Strategy team		04/04/2022	04/04/2022	РМО		Covid and possible future strains	Impact on project delivery timescales / resourcing. Staff absence in health, education and other parts of public service is rising and causing capacity issues.	20	regional level to enable horizon scanning. Business continuity plan	HR	16						"	
10	Energy Hub	67/63/2022	Stratogic			Business & Skills		07/07/2022	07/07/2022	PMO(AD Business	Target score is considering the multi year programme existery rather than the mendation current phase underspeed.	Ungen todget, Isaan sith engel data capacity following skiller to programme have settler the todget of the settler of the settler todget within the todget period to 2009 June within the todget period to 2009 June 4 - 30h Optimized 2007	COn valences from LAO2 has been valened to BOE on the 31tk March 2022. Totate forecass undergood is Body to be out of the backgo parket, COB Separate 2020, The stepp class have a true been researched for the under 1 and the mole class of the stepp class have a true been researched for the under 1 and the mole class of the stepp class have a true backgo of the step class of the step class and the stepp class have a true backgo of the step class of the step class and the step class of the step class of the step class of the step class of the step class the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class and the step class of the step class of the step class of the step class. Step class of the step class of the step class of the step class of the step class step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class of the step class. Step class of the step class of the step class of the step class of the step class. Step class of the step class of the step class of the step class of the step class. Step class of the step class of the step class of the step class of the step class. Step class of the step class of the step class of the step class of the step class.	25	Interface of the strength of the SES is and transmission. The strength of the strengt of the strengt of the s	a AD Butness	zi						13	
11	University of Peterborough project	07/03/2022	Financial			Business & Skills		05/07/2022	05/07/2022	PMO/Housin 9	Long term strategic review of CPCA involvement beyond phase 3 leading to the creation of an nutil assetted campus is under review.	Concern over future financial liabilities and sustainability of the wider ARU Peterborough project.	Hampers the deliverability of the university vision and subsequent corporate reputational impact.	20	The wider CA finances are insulated from the performance of Prop Co 1 and Prop Co 2 by no futur expenditure being reliant on financial returns from Prop Co 1 or Prop Co 2	^a Housing Director	18	CPCA team amonging for ARU to have a leaders strategy sessionon the 10th August 2022 to discuss further vision and role in delivery. Paper in Forward plan to Board in November 2022					13	

12 Transforming Cities Fund (TCF)	04/04/2022	Financial			Transport	Interim H of Transp	haad port 16/05/2022	18/05/2022	PMO/Transp ort	Delays to specific projects not meeting the timeframe for TCF funding which is March 2023	Not spending full allocation of TCF and therefore may have a reputational impact.	21	Assessing the TCP functing programme around defending and cost. Where schemes will no longer provide alternative contenses to use the function which the the Subaraketic Growth Areliato Strategy, TCP and Local Titaloport (2) Contending Plan.	13	a) COC and POC to assess ther TCP programme b) identify funding gate of Suggest attemative schemes for delivery. (3) Paper to be written for consideration by Exec Team on expansions with DT and negatiment to spand by end of the Interim CEO appointed and started on 4th July.			•
13 Sanior staff transition	16/05/2022	Strategic			CEX	РМО	08/07/2022	08/07/2022	PMO/Direct or of Strategy	Disance of a number of ET members including the Olef Escative Office	Strategic Restant ability to give strategic direction, engage with writer citaterbalan, and manage staff. Francesk and an end and the strategic strate law in the southand and communication of the strategic strategi	23	Exployeed committee and Bacel on 34% Jane to append two 450 Sanufor Tamp paints main. Further considerations to gravity and main. Further considerations to gravity and committee		requirement to spend by end of the interm CEO apported and started on 4th July. Pending restructure to be resisted in contact of Impovement work. Prioritised lary recruitment hickling an interim modiage officer and other key posts. Consideration reads to be given upperty to filing ter' 2 vacancies.	Karen Grave		8
University of 14 Peterborough project	14/06/2022	Reputational			Business & Skills	Director o Housing	of 05/07/2022	05/07/2022	PMO/Housin 9	Risks regarding programme delivery of all 3 phases to original targets.	Phase 1: Impact on opening date, Student numbers commencing Sept 22 Phase 1: 282, Data of the phase of the state of the st		Plase 1: Concertrated management of contraster and REU pagaments, seeking nakalisic complicition Plase 2: Manafer part undrawny to seek to loading haves 2: Manafer part undrawny to seek to loading termster, Possibility of Protocentric subtharawng their secondent studies in order to miligale processment concernent.	18				13
Operations - 15 With rate values to governance	15/6/2022	Strategic			сех	CEX	66107/2022	07/07/2022	GFOIPMO	COLLECTIVE BIO MERIONE RECORD Mathematical Table Matching promises anrequents As a set of these warknesses, war occurred that the Anthony Mathematical capacity and an anyoproduct and to support Table difficient capacity angles and an anyoproduct and to support Table difficulty and the product and the support mathematical transmission and the set of discharges to statutory windex	Or sovern ar a follow: - inequators in the probability of the source of the source of the source - inequators in the Andrey's without measurement that probability of the fore- - corner sources in the Andrey's without measurement that probability of the fore- source of the source of the source of the source of the source of the - measurement in the source of the source of the source of the source of the - measurement in the source of the source of the source of the source of the - measurement is not the source of the source of the source of the - measurement is not the source of the source of the source of the source of the - measurement is not the source of the source of the source of the source of the - measurement is not the source of the source of the source of the source of the - measurement is not the source of the source of the source of the source of the - measurement is not the source of the source of the source of the source of the - measurement is not the source of the sou	25	ansame Company of the CLU & ar activery (CEV COV Company of the CLU & ar activery (CEV COV based with the place on the 27th June CLU & CLU &	21	Usion ha kadoning di Pa vitnion de la construcción de la construcción de la construcción de la construcción de la construcción de la construcción de la construcción de la construcción de la construcción de la construcción de la construcción			
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