

Corporate Risk Register																						
Risk ID	Date Identified	Cause(s)	Risk Event	Effect(s)	Risk Type	Risk Status	Risk Priority	Threshold (1-5)	Impact (1-5)	Residual (1-5)	Due to Review	Mitigation Plan (Current Controls)	Mitigation Action (New Controls)	Owner	Date Action Closed	Threshold (1-5)	Impact (1-5)	Residual (1-5)	Comments/Notes / Assumptions	Risk Owner	Responsible	Close Date
18	01/03/2020	Covid-19 Pandemic (B)	Disruption of the delivery of the Combined Authority objectives in regard to the long term economic 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 in the short term.	Strategic	Open	Imminent	4	4	16	06/01/2021	Business Restoration and Business Recovery Groups Board reports - MTFP re-optimisation towards economic recovery Support to local businesses to weather the Covid-19 lockdown - in co-ordination with the consultant counsellors Membership of the SCG (Strategic Recovery Group) - weekly transport recovery group Majoral forum Chaired economic recovery group Local economic recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted with Covid-19 mitigating acts.	Chief Executive	3	4	12				Chief Executive	NA	
19	15/11/2020	Covid-19 Pandemic (C)	Disruption of the delivery of the Combined Authority objectives in regard to the long term economic 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 in the long term.	Strategic	Open	Imminent	4	4	16	06/01/2021	Business Restoration and Business Recovery Groups Board reports - MTFP re-optimisation towards economic recovery Support to local businesses to weather the Covid-19 lockdown - in co-ordination with the consultant counsellors Membership of the SCG (Strategic Recovery Group) - weekly transport recovery group Majoral forum Chaired economic recovery group Local economic recovery strategy - will be implemented in October 2020 CSR (3 year) - submitted with Covid-19 mitigating acts.	Chief Executive	5	2	10				Chief Executive	NA	
20	15/11/2020	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme (B)	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme in the long term.	Potential financial uncertainty and economic instability leading to rescaled investment in priority projects in the long term.	Strategic	Open	Approaching	4	4	16	06/01/2021	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 - balance views of businesses Engagement with business organisation (FSB, CBI etc) stakeholders to augment resources Monitoring of daily/weekly bulletins from MCHLG, BEIS, HMRC to ensure information is accurate and up-to-date, incorporating funding streams relevant to need Engagement with LEP Network and CLGUs in funding for additional resources Monthly for possible impacts resulting from Brexit which develop study	Director of Business & Skills (Brent Level)	1	2	3	Propose to close if impacts do not develop	Chief Executive	NA	06/01/2021		
8	01/09/2019	Absence of funding of Historic Ambitious and long skilled Programmes	Ambitious and long skilled programmes not proceed due to lack of government funding and/or private investment. The funding gap has been announced and provides a 640 opportunity for CPCA but a list is being prepared.	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 Case/Outline Business Cases for such schemes. CPCA funding is needed to act as a catalyst and an enabler in bringing these schemes forward.	Financial	Open	Close	3	3	9	06/01/2021	Work is progressing at developing the business cases. Stakeholders across the area geography are working together to tackle the issues around the green agenda. Getting Board agreement and funding resources will help get a coordinated approach to priorities and bidding for resources. Strong budget process and funding allocation with 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 LHM	Directors	3	3	9				Chief Finance Officer	NA	
17	15/05/2020	Unbudgeted increases in cost for Highways and transport schemes funded by the Combined Authority and delivered by partner agency	Unbudgeted significant increases in costs leads to requests for additional funding to the Combined Authority to enable schemes to proceed.	The unbudgeted increases in budget put the Combined Authority's ability to manage its finances and meet delivery objectives of the Combined Authority's Business Plan and a balanced budget.	Financial	Open	Imminent	5	3	15	06/01/2021	Close working with delivery partners through best-practice project and programme management. Public and sector 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. The funding for all projects listed in 'worrieding future schemes' appears to the 2021 MTFP will be considered within business cases which will be brought to the Board for	Director of Delivery & Strategy	3	3	9				Chief Executive and Chief Finance Officer	NA	
13	01/09/2019	First 5 Year Gateway Review of Gareshow Funding (Mar 2021)	Access to Gareshow funding called into question by the Gateway Review evaluation of Gareshow	The Combined Authority is unable to access Gareshow funding	Strategic	Open	Approaching	3	5	15	06/01/2021	Provision of persuasive evidence to the Gateway Review demonstrating the good practice and value for money delivered through Gareshow funding. Processes are in place to allow a review gateway review. Effective working with the evaluation contractor SCW (3) provision of good evidence to the evaluation (4) effective briefing of internal and external contributors to the review process (5) the production of an impactful Complementary Report (5) collection of stakeholder views to establish case (5) ongoing project management guidance time with staff recommendations e.g. Laticlave Way	CMF Members, Finance, Skills (Brent Level)	2	4	8				Director of Delivery & Strategy	NA	
18	31/07/2020	Climate Change	Climate change related events, policies and political pressures e.g. policy direction to reduce carbon emissions that restrict growth	Unable to double OVA	Strategic	Open	Close	4	4	16	06/01/2021	Strategic combined authority policies require business cases on CA projects to be consistent with the net-zero ambition. Accommodation, travel and external policies to reduce scope one & two emissions	All Directors	4	2	8				Chief Executive	NA	
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	Imminent	4	3	12	06/01/2021	Close working with delivery partners through best-practice project and programme management. Public and sector 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. Close working with delivery partners through best-practice project and programme management. Public and sector 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. Close working with delivery partners through best-practice project and programme management. Public and sector 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.	CMF Members, PMO, Project Managers	3	4	12	CPCA to seek commitment for loans.	Director of Delivery & Strategy	NA			
21	15/11/2020	MCHLG Review of £100m Housing programme	Up to £45m of Government funding not provided and change of date of £100m Housing 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 2000 houses and the £100m programme within the £170m. Potential reputational damage to CPCA housing programme likely.	External	Open	Approaching	3	5	15	06/01/2021	Continued communication with BEIS & MCHLG about progress and outcome of review. Escalate for political intervention and provide information to stakeholders via inform Committee members and stakeholders. Practice and deliver funding decisions with focus on achieving delivery targets by supporting business cases with earliest starts on site.	Headling Director	4	3	12	Mitigation implemented and escalated through political channels.	Headling Director	NA			
4	01/09/2019	Forfeiting elections	Change in Public 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	Clearly sound existing provision and contractual obligations. MTFP, Business Plan, Leads Strategy meetings in light of the forthcoming elections.	Chief Executive	2	2	4				Chief Executive	NA	
6	01/09/2019	Change in government policy around devolution (the needs meeting)	Lack of structural resilience / insufficient internal resources	Failure to maintain BAU due to the devolution while paper and/or from changes of transferring of the transport teams from PCC and CCG including changes in SLA requirements. Increase in subsidiary companies requiring increased employment to overcome programmes e.g. C&M	Strategic	Open	Close	4	2	8	06/01/2021	Employed a strategy team to consider and report on the impacts. HR function to allow recruitment of additional staff function. Ensuring we have sufficient funding to allow employment.	Chief Executive	4	1	4				Chief Executive	NA	
7	01/09/2019	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme (A)	Potential impact of Brexit on delivery of the Combined Authority's Growth Ambition Programme in the short term.	Potential financial uncertainty and economic instability leading to rescaled investment in priority projects in the short term.	Strategic	Open	Close	4	4	16	06/01/2021	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 - balance views of businesses Engagement with business organisation (FSB, CBI etc) stakeholders to augment resources Monitoring of daily/weekly bulletins from MCHLG, BEIS, HMRC to ensure information is accurate and up-to-date, incorporating funding streams relevant to need Engagement with LEP Network and CLGUs in funding for additional resources	Director of Business & Skills (Brent Level)	2	2	4				Director of Business & Skills (Brent Level)	NA	
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 forward the operational business of the Combined Authority	Operational	Open	Imminent	4	4	16	06/01/2021	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 an digital transformation on virtual exhibitions and online Committee / Board meetings. Liaison with suppliers to ensure continuity of supply chains.	Chief Executive	3	4	12				Chief Executive	NA	
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 project management process and any reporting that will be required by CPCA Board, Stakeholders and Government. Without this, no coordination takes place and there is no clear measurement of outcome or ambition. It is the framework for sound financial decision making.	Financial	Open	Imminent	2	5	10	06/01/2021	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 reduced 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. Monthly Budget monitoring reports All business cases for capital spend is approved at Board CFO and Membership Officer to sign off all business cases and reports Financials concerns to Membership & Collaboration Unit Action	Chief Finance Officer	1	3	3				Chief Finance Officer	NA	
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 revenue expenditure by CPCA, as a result of a determination by partner delivery authority. The risk would be a consequent shortfall in revenue funding to meet the commitment.	Revenue funding deficit	Financial	Open	Approaching	2	3	6	12/01/2021	Discussions with Delivery Partners including consultant authorities. Ensure that grant determination letters are explicit in the expectation that capital grant funds will be used only for capital purposes.	All Directors	1	3	3				Chief Finance Officer	NA	
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