



Report title: Review of Corporate Risk Register & Risk Management Strategy

To: Audit and Governance Committee

Meeting Date: 29 July 2022

From: Chris Bolton
Head of Programme Management Office

Key decision: No

Recommendations: The Audit and Governance Committee is recommended to:

a) Note the report.

b) Approve that responsibility and resource for risk register reporting be moved across from the Governance team to the Programme Office

Voting arrangements: A simple majority of all Members present and voting

1. Purpose

1.1 The Audit and Governance Committee's terms of reference include monitoring the Combined Authority's risk management arrangements including the risk register.

2. Background

2.1 The Corporate Risk Register is populated by reference to individual project risk assessments and over-arching corporate risks and is reviewed by the Executive Team of the Combined Authority. Any risks which arise, or which become more significant between their meetings are escalated to the next Executive Team meeting.

2.3 In January 2021 the Combined Authority internal auditors RSM (UK) were commissioned to undertake a risk management pathfinder exercise to review the Cambridgeshire & Peterborough Combined Authority's (CPCA) approach to managing risk and suggest options as to how risk management could be strengthened. RSM (UK) examined the current Risk Strategy and risk reporting, and worked with the Executive Team, Governance and

Programme Office teams to ensure that the strategy represents an effective and efficient approach to dealing with risk that fits the needs of the Combined Authority.

- 2.4 The report, in final form, was presented at the Executive Team meeting on the 10 May 2022 and was presented to the Performance and Risk Committee (PARC), an internal officer group led by the Programme Office, incorporating the Chief Executive Officer and Executive Team, representatives from all directorates and officers from the Finance, Communications and Procurement teams, at its meeting on 18 May for comment and revisions.
- 2.5 The Pathfinder exercise has provided the Combined Authority with options to the approach of managing risk and how this can be developed and strengthened. This will include immediate changes that can be made as well as changes that may require greater time or resources to develop.
- 2.6 The Pathfinder report included nine actions, four of which have already been implemented, alongside an implementation timeline. The report recommends that the corporate risk register be refreshed as in its previous form it did not accurately describe the corporate risks the Authority faces. The Programme Office, working with the Executive team undertook a risk exercise on 8 March 2022 and is hoped that a similar exercise can be undertaken with the A&G Committee in due course.
- 2.7 The Executive Team agreed to seek the view of the Chairman of the Audit & Governance Committee and requested that an updated version of the Risk Register be brought to this meeting of the Committee. This is included at Appendix 1.
- 2.8 Risks are now monitored closely, in concert with the directorates, and with mitigations put in place.
- 2.9 This paper recommends that responsibility and resource for risk register reporting be moved across from the Governance team to the Programme Office. The Programme Office manages the reporting process for all projects, including directorate risk registers, and would seem the most appropriate office to manage the corporate risk register.
- 2.10 The final report of the Pathfinder is presented at Appendix 2. This has been shared with PARC, and it is intended (once formally adopted) that the revised Risk Strategy will be the subject of training for officers across the Combined Authority.

3. Financial Implications

- 3.1 There are no financial implications.

4. Legal Implications

- 4.1 There are no legal implications.

5. Appendices

5.1 Appendix 1: Updated Risk Register

Appendix 2: Pathfinder Report