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Risk Criteria		
	Project	CPCA Risk Register
	Risk Area	Corporate
Control Criteria		
	Project	Control

Corporate							
Prefix	Risk Details	Risk Cause(s) and Effect(s)	Inherent Priority	Controls Detail	Appetite Details	Residual Priority	Actions Action Details
CRR0001	<p><b>Title:</b> Inflation</p> <p><b>Description:</b> Inflation</p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Rob Emery</p>	<p><b>Cause(s):</b> Continued inflation against a non-inflation linked (cash flat) devolution settlement effecting the Combined Authority ability to deliver.</p> <p><b>Effect(s):</b> a) inflation on core running costs will cause them to exceed the £8m annual revenue Gainshare allocation. b) inflation impact on programme delivery results in CPCA's buying power decreasing over time due to inflation. As this continues it will impact on our capacity to deliver our strategic objectives without alternative funding being identified. c) inflation is a live issue for CPCA delivery partners, and they may be less likely to take on the inflation risks in fixed contracts.</p>	Very High (4.4=21)	<p>Lobby government to highlight CPCA position and the need for a more sustainable funding solution. Identify fiscal levers to be explored for CPCA alongside Government.</p> <p>Project delivery - enter into fixed price contracts, i.e. transferring inflationary risk to contractors.</p> <p>Project delivery delays mitigated by active project management to minimise slippage and/or review project scope/value engineer costs.</p> <p>Budget and project managers consider the impact of inflation on their budgets each year as part of the development of the Medium-Term Financial Plan.</p> <p>£2.4m inflation reserve to be used when/if needed to cover revenue inflation risk.</p> <p>External inflationary drivers are considered for CPCA budget setting during annual MTFP development, the two key areas are inflation linked contracts for subsidised bus services and the national pay award for local government employees.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 13</p>	Medium (3.3=13)	<p><b>Action Detail:</b> Work has been undertaken to identify inflationary pressures on budgets over Summer 2024 and this has been fed into the Medium-Term Financial Plan which was published for consultation in November 2024.</p> <p><b>Action Owner:</b> Rob Emery</p> <p><b>Current Implementation Date:</b> 30 Nov 2024</p>
CRR0002	<p><b>Title:</b> Future Funding</p> <p><b>Description:</b> Future Funding</p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Rob Emery</p>	<p><b>Cause(s):</b> a) As part of its original Combined Authority Order in 2017, the CPCA has a 30-year agreement to receive Gainshare funding of £20m per annum (£8m revenue and £12m capital). This funding is not uplifted each year to recognise the impact of inflation. Outside Gainshare, a significant proportion of the budget is funded through time limited grants. b) This presents a risk in respect of devolved multi-year funding streams which are coming, or have come, to an end e.g. Transforming Cities Fund, housing investment funds and Local Growth Funding. c) Funding sources influenced by centrally controlled 'calls' for Combined Authority's and Local Authority's to bid for grants for specific projects causing it to be led by national rather than local priorities in some instances. d) A new mayoral term and/or new Government may lead to differing funding priorities in the CPCA against committed budgets.</p> <p><b>Effect(s):</b> a) Lack of a long-term and flexible funding settlement impairs the Combined Authority's ability to plan for strategic investments. b) Can reduce the CPCA's ability to deliver projects considered a local priority, as only those which can attract national investment receive funding. c) Impact on staff retention as employment may be fixed term to match to current funding giving little certainty to employees and potentially de-stabilising services. d) Potential inability to meet the aspirations contained within the original devolution deal from 2017 and organisational priorities.</p>	Very High (5.5=25)	<p>a) Optimise the CPCA's ability to successfully bid into funding 'calls' - work with/learn from others, liaise with Government and use support from Programme Management Office function.</p> <p>b) Workshops with partners to identify opportunities to deliver projects without Government grant which benefit the region. Shared resources/risk and benefits.</p> <p>c) Lobby Government for greater freedoms and flexibilities in funding, including devolved multi-year integrated settlements</p> <p>d) Consider use of existing CPCA powers to fund future programmes</p> <p>e) Manage stakeholder expectations regarding CPCA resources available to deliver strategic objectives</p>	<p><b>Appetite:</b> Above</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 13</p>	Very High (5.3=22)	<p><b>Action Detail:</b> Engage with local partners, M10 colleagues &amp; Ministry of Housing, Communities and Local Government (MHCLG) to secure new long-term funding with greater freedoms and flexibilities through the devolution negotiations.</p> <p><b>Action Owner:</b> Janice Gotts</p> <p><b>Current Implementation Date:</b> 30 Oct 2024</p>
CRR0005	<p><b>Title:</b> Climate change</p> <p><b>Description:</b> Impact of climate change making the place and connectivity of Cambridgeshire &amp; Peterborough challenging</p> <p><b>Owner:</b> Judith Barker</p> <p><b>Assignee:</b> Jim Cunningham</p>	<p><b>Cause(s):</b> a) Failing to adapt to climate change b) Failing to mitigate c) Not having enough funding to do those things d) Growth of area not sufficiently taking into account sustainability</p> <p><b>Effect(s):</b> Increase occurrence and threat of severe weather events, drought and flooding becoming more common place in Cambridgeshire &amp; Peterborough. Road flooding, damage to infrastructure, domestic flooding, changes to agriculture and impact on food security, cost of running business increasing because of increased costs of moving goods around and getting people to work, as well as ongoing impact on health and well-being of people and impact on wider public services.</p>	Very High (4.4=21)	<p>Corporate Strategy approved with (a) Resilience as one of the corporate objectives, and (b) climate as one of the six capitals.</p> <p>Keeping Climate action plan up to date, keeping evidence base current.</p> <p>Maintaining effective networks and national and regional level to enable horizon scanning.</p> <p>Regular progress reporting on net zero progress and climate impacts</p> <p>A number of climate change projects have been approved via the Single Assurance Frame-work including the Schools Low Carbon Heating project, the Supporting Constituent Authority Biodiversity Responsibilities project, and the Climate Programme Bidding Round Pro-gramme, as noted in the November Combined Authority Budget Monitoring report.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	High (3.4=17)	<p><b>Action Detail:</b> Clear messaging on climate impacts and the need for change. Launch of enhanced website information. To be highlighted as part of the planned website refresh.</p> <p><b>Action Owner:</b> Judith Barker</p> <p><b>Current Implementation Date:</b> 28 Nov 2024</p> <p><b>Action Detail:</b> Ensure alignment with the Local Growth Plan and other relevant plans</p> <p><b>Action Owner:</b> Judith Barker</p> <p><b>Current Implementation Date:</b> 31 Mar 2025</p> <p><b>Action Detail:</b> Review and refresh the Climate Change Action Plan for 25-30 as a co-designed process with stakeholders, and robust evidence base.</p> <p><b>Action Owner:</b> Judith Barker</p> <p><b>Current Implementation Date:</b> 30 Nov 2025</p> <p><b>Action Detail:</b> Delivery of the Climate Programme</p> <p><b>Action Owner:</b> Judith Barker</p> <p><b>Current Implementation Date:</b> 31 Mar 2026</p>
CRR0007	<p><b>Title:</b> University of Peterborough future expansion</p> <p><b>Description:</b> Hampers the deliverability of the shared vision for the university expansion.</p> <p><b>Owner:</b> Richard Kenny</p> <p><b>Assignee:</b> Jim Cunningham</p>	<p><b>Cause(s):</b> Concern over the route to deliver the vision for the expansion of the university campus which includes a desire to attract a major research and innovation led company or organisation which is aligned to the university. Future funding streams required, work continues on an OPA (Outline Planning Application) to facilitate bidding for future funding as it arises.</p> <p><b>Effect(s):</b> Hampers the deliverability of the shared vision for the university expansion.</p>	Medium (3.3=13)	<p>The wider CPCA finances are insulated from the performance of Prop Co 1 and Prop Co 2 by no future expenditure being reliant on financial returns from Prop Co 1 or Prop Co 2. Additional equity agreed by all shareholders to support the delivery of phase 3.</p> <p>Phase 2: Marketing underway to seek to identify tenants. Conversations with Anglia Ruskin University regarding new shareholders agreement continue.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Medium (3.2=9)	<p><b>Action Detail:</b> Engagement with partners continues to ensure that land for expansion of the university is protected in planning terms. Concurrently discussions are underway with organisations interested in developing research and development led opportunities as part of phase 4 of the university.</p> <p><b>Action Owner:</b> Richard Kenny</p> <p><b>Current Implementation Date:</b> 31 Dec 2024</p>

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CRR0012	<p><b>Title:</b> Failure to deliver work programmes within budget and planned timeframes</p> <p><b>Description:</b></p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Rob Emery</p>	<p><b>Cause(s):</b> Multiple causes include inflationary impact; lack of resources including supply chain; poor scoping of activities, outcomes and benefits; time slippage eg due to legal, procurement, design, weather etc; scope creep; change of legislation or original priorities, and other external factors.</p> <p><b>Effect(s):</b> Failure to deliver projects to time and/or budget and/or original outcome leading to potential financial penalties, reputational damage, legal implications, service failure and customer / community impact.</p>	Very High (3.5=20)	<p>New projects are submitted via the Single Assurance Framework, strengthening the governance and challenge for investments regarding time, cost and outcomes.</p> <p>Encouraging greater use of self-service financial reporting to enable project managers to more easily identify if there is a disconnect between project delivery and expenditure.</p> <p>Financial RAG ratings are in place (as part of the finance system generated reports) so it can be seen immediately as part of the monthly performance reporting. This supports greater integration of finance and performance and highlights potential areas for corrective action. This work will be supported by corporate project management, budget management and risk training</p> <p>Active programme/project management by those responsible within the CPCA.</p> <p>Working with our external project partners on providing accurate and timely reporting data – this is being further enhanced by the work to develop the monitoring and evaluation framework.</p> <p>There is a formal change control process (via Single Assurance Framework) so budgets can be kept up to date on a regular basis where factors result in a delay to a project. Changes are reported to the CA Board.</p> <p>The CA Board receives a quarterly update on financial position and also performance KPIs, including risks for key projects.</p> <p>Reviewing and revising the spend profile of budgets with services in line with the latest deliverability plans as part of the MTFP from 2025/26.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 13</p>	Medium (3.3=13)	
CRR0013	<p><b>Title:</b> Equality Impact Assessment (EQIA)</p> <p><b>Description:</b> Unlawful discrimination</p> <p><b>Owner:</b> Matt Cumberbatch</p> <p><b>Assignee:</b> Jules lent</p>	<p><b>Cause(s):</b> Not meeting Equalities legislation</p> <p><b>Effect(s):</b> Risk of enforcement by judicial review as CPCA has not met with public sector equalities duty.</p>	Very High (5.3=22)	<p>Each project will undertake an Equality Impact Assessment (EQIA) as part of the Single Assurance Framework.</p> <p>EQIA training will be undertaken as part of the SAF training programme.</p> <p>EQIA policy needs to be developed prior to the equalities impact assessment</p> <p>Undertake a review of best practice in EQIA process</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 13</p>	Medium (3.3=13)	<p><b>Action Detail:</b> Equality Impact Assessment (EQIA) legal review to be undertaken</p> <p><b>Action Owner:</b> Sam Hennerley</p> <p><b>Current Implementation Date:</b> 30 Nov 2024</p> <p><b>Action Detail:</b> To confirm sign off requirements and obtain sign off from relevant level of delegation</p> <p><b>Action Owner:</b> Jules lent</p> <p><b>Current Implementation Date:</b> 31 Dec 2024</p>
CRR0014	<p><b>Title:</b> Cyber Security</p> <p><b>Description:</b></p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Rob Emery</p>	<p><b>Cause(s):</b> Cyber Security incident due to: Unauthorised applications Human error Mislaidd equipment Breach - network / data Fraudulent activity due to phishing attempts</p> <p><b>Effect(s):</b> Potential loss of data and systems and inability to operate business critical services. This would lead to reputational damage as well as potential financial loss.</p>	Very High (5.4=24)	[REDACTED]	[REDACTED]	Medium (3.2=9)	[REDACTED]
CRR0015	<p><b>Title:</b> HR Operations</p> <p><b>Description:</b> Review current HR System in order to determine if a new system is required</p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Nicky Mcloughlin</p>	<p><b>Cause(s):</b> Configuration restrictions on Citrus System support the needs of 120 strong organisation Weaknesses in our recruitment and onboarding processes</p> <p><b>Effect(s):</b> a) Citrus doesn't meet business needs, too rigid (CPCA trying to fit the system rather than system working for organisation) b) Integration to payroll and external systems does not allow transfer of data c) Lack of integration creates inaccuracies and human error d) Non compliance around onboarding new starters such as right to work in UK, referencing, contracts e) Inefficient system, manual reporting required with current system.</p>	Very High (4.4=21)	<p>a) Digital review has been undertaken to identify system challenges and issues</p> <p>b) Quick wins have been identified and implemented.</p> <p>c) Long term solution Human Resource Information Systems (HRIS) to be agreed and new system procured which will generate process improvements and efficiencies</p> <p>d) Retrospective checks taking place over coming months on existing processes</p> <p>e) New staff added to the HR team</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Medium (3.2=9)	<p><b>Action Detail:</b> Phased approach to implementation starting with recruitment to application tracking software (our biggest challenge as we grow).</p> <p><b>Action Owner:</b> Nicky Mcloughlin</p> <p><b>Current Implementation Date:</b> 31 Mar 2025</p> <p><b>Action Detail:</b> Core HR system, performance management, learning and development, and payroll.</p> <p><b>Action Owner:</b> Nicky Mcloughlin</p> <p><b>Current Implementation Date:</b> 31 Mar 2025</p> <p><b>Action Detail:</b> HR staff to be upskilled.</p> <p><b>Action Owner:</b> Nicky Mcloughlin</p> <p><b>Current Implementation Date:</b> 31 Mar 2025</p>

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CRR0017	<p><b>Title:</b> Subsidiary companies and shareholder membership</p> <p><b>Description:</b> Company closures</p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Matt Cumberbatch</p>	<p><b>Cause(s):</b> Lack of day to day management of these companies</p> <p><b>Effect(s):</b> Financial and reputational issues from company decisions</p>	Medium (3.3=13)	<p>Investment Committee established with Terms of Reference set out with the Constitution of the Combined Authority</p> <p>CPCA appoint directors on boards of these companies.</p> <p>Investment Committee now live</p> <p>Report to Investment Committee on 21 October setting out all the equity and shareholder interests of the CPCA and the arrangements in place regarding ownership etc. Further work to be undertaken around governance and reporting through the Investment Committee.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Low (2.1=3)	<p><b>Action Detail:</b> November A&amp;G report regarding Subsidiary Companies and associated governance for the CPCA.</p> <p><b>Action Owner:</b> Janice Gotts</p> <p><b>Current Implementation Date:</b> 08 Nov 2024</p>
CRR0019	<p><b>Title:</b> Bus Reform</p> <p><b>Description:</b> Judicial review of any CPCA decision to proceed with franchising</p> <p><b>Owner:</b> Judith Barker</p> <p><b>Assignee:</b> Andrew Highfield</p>	<p><b>Cause(s):</b> Mayoral decision is challenged. Reasons for a challenge include:                      a) adequate consideration of impacts of proposed scheme had not given throughout process                      b) there had been a failure to comply with the process set out in the 2017 Act                      c) a decision of the CPCA was not taken in accordance with the CPCA's constitution and other governance rules                      d) inadequate consideration of other alternatives e.g. partnership approach.</p> <p><b>Effect(s):</b> 1. Delays to the programme due to the risk of legal challenge post a (potential) Mayoral decision                      2. Instability of the public transport network during a potential transition                      3. Delay to implementation of bus reform                      4. Ongoing Judicial Review during Mayoral election process</p>	Very High (4.4=21)	<p>1) Ensure compliance with the requirements of the 2017 Act</p> <p>Full assessment to consider impacts of the proposed scheme</p> <p>Review and consideration of any feedback to CPCA's assessment both upon completion of assessment and during any potential statutory consultation.</p> <p>Appropriate engagement with stakeholders.</p> <p>Ensure compliance with CPCA constitution and comply with any instructions given by CPCA.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Medium (3.3=13)	<p><b>Action Detail:</b> Bus Reform Consultation is due to complete on 20 November</p> <p><b>Action Owner:</b> Andrew Highfield</p> <p><b>Current Implementation Date:</b> 20 Nov 2024</p>
CRR0020	<p><b>Title:</b> Peterborough Station Quarter funding (PSQ)</p> <p><b>Description:</b> Failure to secure funding due to delays and/or cost risks</p> <p><b>Owner:</b> Judith Barker</p> <p><b>Assignee:</b> Gidon Wieder</p>	<p><b>Cause(s):</b> Unable to agree an affordable station design and/or relocate Network Rail's Mobile Delivery Unit within the project budget. Failure to submit timely and compliant Full Business Case to government.</p> <p><b>Effect(s):</b> Funding is lost for all or part of the programme, reputational damage, and failure to deliver connectivity improvements in Peterborough</p>	Very High (4.4=21)	<p>Landolt &amp; Brown appointed as station specialists</p> <p>Designated project manager who is able to escalate issues on the project to CPCA and PCC</p> <p>Develop a revised programme and engage Ministry of Housing, Communities and Local Government and Department for Transport to agree a way forward.</p> <p>Understand Network Rail's programme for their Mobile Delivery Unit relocation and influence them to minimise requirements</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Medium (3.3=13)	<p><b>Action Detail:</b> Landolt &amp; Brown appointed as station specialists</p> <p>Develop a revised programme and engage Ministry of Housing, Communities and Local Government and Department for Transport to agree a way forward</p> <p>Understand Network Rail's programme for their Mobile Delivery Unit relocation and influence them to minimise requirements</p> <p><b>Action Owner:</b> Gidon Wieder</p> <p><b>Current Implementation Date:</b> 30 Nov 2024</p> <p><b>Action Detail:</b> London North East Rail (LNER) work package to deliver new and refurbished station package by the Levelling Up Fund 2 deadline of March 2026 is not achievable. A revised programme is being developed and Department for Transport will be engaged.</p> <p><b>Action Owner:</b> Gidon Wieder</p> <p><b>Current Implementation Date:</b> 31 Dec 2024</p>
CRR0021	<p><b>Title:</b> Ely to Cambridge Corridor</p> <p><b>Description:</b> Change in scope and strategic direction</p> <p><b>Owner:</b> Judith Barker</p> <p><b>Assignee:</b> Matthew Lutz</p>	<p><b>Cause(s):</b> Change in government leading to possible change in plans and strategies.</p> <p>Given the recent change in Government, it is crucial that we align our plans and strategies with the new administration's direction.</p> <p><b>Effect(s):</b> Discussions with Department for Transport to understand more of their priorities from the officials. This will require us to take some time to assess the new policies and priorities, ensuring that our A10 corridor discussions are relevant and productive. Such discussions are delaying programme including consultation and this will increase costs beyond the budget. Potential reputational damage.</p>	Very High (4.5=23)	<p>Discussion with Department for Transport</p> <p>Reviewing new governments plans and strategies and remapping scope and objectives against these new priorities. Reviewing via a Gateway Review.</p> <p>Assistant Director for Transport engaging with National Highways on Milton Interchange's priority within the national programme/schedule</p> <p>The work will need to align with the GCTS workstream - Assistant Director for Transport ensuring this alignment</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Medium (3.3=13)	<p><b>Action Detail:</b> Review of programme and budget underway</p> <p><b>Action Owner:</b> Judith Barker</p> <p><b>Current Implementation Date:</b> 04 Nov 2024</p> <p><b>Action Detail:</b> Comms Plan to be reviewed and provide update on progress</p> <p><b>Action Owner:</b> Judith Barker</p> <p><b>Current Implementation Date:</b> 04 Nov 2024</p> <p><b>Action Detail:</b> TIC to agree scope of Gateway Review at the meeting on 4th November</p> <p><b>Action Owner:</b> Tim Bellamy</p> <p><b>Current Implementation Date:</b> 04 Nov 2024</p>
CRR0022	<p><b>Title:</b> Recruitment and Retention</p> <p><b>Description:</b> HR Recruitment and Retention</p> <p><b>Owner:</b> Janice Gotts</p> <p><b>Assignee:</b> Nicky McLaughlin</p>	<p><b>Cause(s):</b> Increased turnover in CPCA - this could be due to internal factors (increase in resignations) and/ or external (difficult recruitment markets, skills shortages, hard to fill roles).</p> <p><b>Effect(s):</b> Increased recruitment costs, increased reliance on agency/interim staff. Increased workload pressure on staff</p>	Medium (3.2=9)	<p>Review turnover statistics</p> <p>Review Exit Interviews</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	Low (2.2=5)	

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CRR0023	<p><b>Title:</b> Embedding Improvement Journey</p> <p><b>Description:</b> Embedding values, continuous improvement and driving shared ambition partnership working</p> <p><b>Owner:</b> Rob Bridge</p> <p><b>Assignee:</b> Janice Gotts</p>	<p><b>Cause(s):</b> Following the September 2024 MHCLG Best Value notice letter, there is an expectation that CPCA will: Sustain its improvement journey, further embedding change and continuing to strive for strong partnership working across all levels of the combined authority and its constituent authorities. Refine the strategic ambitions for the region with an associated delivery plan to enable the area to achieve its full potential for the benefit of residents, and effective partnership working is key to this.</p> <p><b>Effect(s):</b> If the improvement journey is not sustained there is the potential further MHCLG intervention. The improvements noted in the best value notice will not be sustained. Failure to capitalise on the improvements made will lead the CPCA not maximising its opportunities to deliver on its strategic objectives.</p>	Very High (5.3=22)	<p>MHCLG to review CPCA's progress</p> <p>CPCA to forward updates to Ministers on progress.</p> <p>The Improvement Board will remain in place until after the Mayoral elections in 2025</p> <p>MHCLG will continue to review Board's upcoming reports, as well as those of your external auditor, for updates.</p> <p>CPCA to utilise available support from the Local Government Association.</p> <p>Continued schedule of staff conferences, embedding CIVIL values</p> <p>CPCA are to continue accessing support form the LGA</p> <p>Better Never Stops programme to continuous improvement programme underway</p> <p>Maintaining an independent advisory and support group (previously IIB) until end of May 2025, which will focus on preparations for the new Mayoral term, harnessing opportunities for the CPCA, including delivery plan and mechanisms in support of the approved Shared Ambition, linked to Devolution and Local Growth Plans. Supporting Members of the CPCA Board to operate in a collegiate and collaborative manner, in line with CIVIL values, and confirming evidence of continued improvement. Reporting back to CPCA Board through CEX update and regular reviews with MHCLG.</p>	<p><b>Appetite:</b> Within</p> <p><b>Appetite Lower:</b> 1</p> <p><b>Appetite Upper:</b> 17</p>	High (4.2=14)	<p><b>Action Detail:</b> Cambridgeshire and Peterborough 2050 United by our Shared Ambition working in partnership underway</p> <p><b>Action Owner:</b> Rob Bridge</p> <p><b>Current Implementation Date:</b> 16 Oct 2024</p> <p><b>Action Detail:</b> Independent Improvement Board to be extended until after the Mayoral elections in 2025.</p> <p><b>Action Owner:</b> Rob Bridge</p> <p><b>Current Implementation Date:</b> 31 May 2025</p>