

CMT Risk Report

Generated Date	11 Jul 2024 14:00
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	Residual Priority	Actions Action Details
CRR0001	<p>Title: Inflation</p> <p>Owner: Janice Gotts</p> <p>Assignee: Rob Emery</p>	<p>Cause(s): Continued inflation against a non-inflation linked (cash flat) devolution settlement effecting the Combined Authority ability to deliver.</p> <p>Effect(s): a) inflation on core running costs will cause them to exceed the £8m annual revenue Gainshare allocation. b) inflation impact on programme delivery is our buying power decreases over time due to inflation, as this continues it will impact our ability to deliver our strategic objectives without alternative funding being identified. c) inflation is a live issue for our delivery partners, thus they may be less likely to take on the inflation risks in fixed contracts.</p>	Very High (4:4=21)	<p>a) Lobby government to highlight our position and what will happen without a more sustainable funding solution</p> <p>b) Project delivery - enter into fixed price contracts, i.e. transferring inflationary risk to contractors.</p> <p>c) Project delivery delays mitigated by active project management to minimise slippage.</p> <p>d) Reconsideration of the use of CA powers to use financial freedoms.</p> <p>e). Engage with DLUHC to secure new devolution deal with sustainable funding at its core.</p> <p>f) Budget and project managers consider the impact of inflation on their budgets each year as part of the development of the MTFP.</p> <p>g) £2.4m put aside in 22-23 from underspend into inflation reserve to be used when/if needed to cover revenue inflation risk.</p>	Medium (3:3=13)	<p>Action Detail: Implementation of the SAF will include active monitoring of the capital programme and create a route for projects to be accelerated to fill any space created by delays within the overall programme.</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 22 Aug 2024</p> <hr/> <p>Action Detail: Work to identify inflationary pressures on budgets will be undertaken over summer 2024 to feed into the MTFP cycle in Oct/Nov 2024.</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 01 Sep 2024</p>
CRR0002	<p>Title: Future Funding</p> <p>Owner: Janice Gotts</p> <p>Assignee: Rob Emery</p>	<p>Cause(s): a) No replacement 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.</p> <p>b) Replacement of these funding sources with centrally controlled 'calls' for CAs and LAs to bid for grants for specific projects.</p> <p>c) Potential change of government following general election may lead to different funding priorities than CPCA currently prioritises.</p> <p>Effect(s): a) Lack of a long-term funding settlement impairs the Combined Authority's ability to plan strategic investments.</p> <p>b) Reduces the CA's ability to deliver projects considered a local priority, as only those which can attract national investment receive funding.</p> <p>c) Impact on staff retention as employment may be fixed term to match to current funding giving little certainty to employees.</p> <p>d) Potential inability to meet the aspirations contained within the original devolution deal from 2017.</p>	Very High (5:5=25)	<p>a) Optimise the CA's ability to successfully bid into funding 'calls' - strategies and new PMO functions</p> <p>b) Workshops with partners to identify opportunities to deliver projects without Government grant</p> <p>c) Lobby Government for greater freedoms and flexibilities in funding, including devolved multi-year settlements</p> <p>d) Consider use of existing CA powers to fund future programmes</p> <p>e) Manage stakeholder expectations regarding CA resources available to deliver strategic objectives</p>	Very High (5:3=22)	<p>Action Detail: Engage with local partners, M10 colleagues & DLUHC to secure new long-term funding with greater freedoms and flexibilities through the devo negotiations with DLUHC.</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: We are now working on developing the role of the PMO in line with the review completed in 2023.</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Implementation of the Single Assurance Framework to ensure best use of remaining discretionary funding sources.</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 22 Aug 2024</p>

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CRR0004	<p>Title: Future viability of the CA</p> <p>Owner: Rob Bridge</p> <p>Assignee: Angela Probert</p>	<p>Cause(s): Poor governance practice identified by external auditor, DLUHC and BEIS.</p> <p>Poor delivery in some areas of the Combined Authority.</p> <p>Equivocal support from local stakeholders and limited understanding of the CPCA agenda.</p> <p>Effect(s): Loss of confidence from our regulatory stakeholders.</p> <p>Withholding funding</p> <p>Limiting our effectiveness in tackling major local issues including fuel poverty, climate, transport, homelessness, demand for housing, cost of living crisis etc.</p> <p>LAST REVIEW COMMENTS (June 24): This risk has been reviewed, and recognises that whilst the Best Value Notice is still in place and the organisation works with the auditors that the scores remain where it is.</p>	Very High (5:5=25)	<p>a) Developing an improvement plan in order to build confidence with central government. - Complete</p> <p>b) Actions contained within original improvement plan now complete.</p> <p>c) Had a revised Best Value Notice that recognises the significant work that has been achieved and addressed most issues, a revised improvement plan is now being put in place to take forward the further actions required with the new actions.</p> <p>d) Developed and implemented a new governance model, in effect, from 31st May, 2023 - complete</p> <p>e) Improved communications between partners delivered.</p> <p>f) Partnership mapping completed to identify and develop critical strategic and operational partnerships.</p> <p>g) Particular focus now on partnerships that extend beyond the local area (e.g. EEH, OxCam Arc)..</p>	Medium (3:3=13)	<p>Action Detail: Improvement plan has been developed and agreed with CA Board in March 24 in order to build confidence with central government.</p> <p>Action Owner: Rob Bridge Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Review progress against actions contained within original improvement plan Progress is reviewed on a regular basis and reported to CA Board, O&S, A&G, IBB and DHC</p> <p>Action Owner: Rob Bridge Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: New governance model developed and agreed by CA Board, Sept 23</p> <p>Action Owner: Rob Bridge Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Engagement plan in place and evidence of progress is circulated as part of the programme updates</p> <p>Action Owner: Rob Bridge Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Partnership mapping to identify and develop critical strategic and operational partnerships was developed.</p> <p>Partnership workstream completed and closed as reported to CA Board in March 24</p> <p>Particular focus now on partnerships to co-develop strategic ambition for the region and follow on work from UK Reiff.</p> <p>Action Owner: Rob Bridge Current Implementation Date: 31 Jul 2024</p>
CRR0005	<p>Title: National policies on climate change impacting on CPCA funding</p> <p>Owner: Judith Barker</p> <p>Assignee: Adrian Cannard</p>	<p>Cause(s): Changing national policy or new evidence requires compromises the deliverability of current projects or of the devolution deal objectives. (e.g. Transport Infrastructure listed in Devo Deal)</p> <p>Effect(s): Government policy changes leading to either changes to project scopes and/or ability of the CA to secure national funding. (e.g. withdrawal of transport funding for specific schemes)</p>	Very High (4:4=21)	<p>a) Corporate Strategy approved with (a) Resilience as one of the corporate objectives, and (b) climate as one of the six capitals.</p> <p>b) Public Affairs engaging with local and national decision-makers to illustrate impact of policy changes on the area.</p> <p>c) Keeping Climate action plan up to date, keeping evidence base current.</p> <p>e) Maintaining effective networks and national and regional level to enable horizon scanning.</p> <p>Regular progress reporting on net zero progress and climate impacts to Climate partnership (quarterly) and E&SC Committee.</p>	Medium (2:4=12)	<p>Action Detail: Clear messaging on climate impacts and the need for change. Launch of enhanced website information.</p> <p>Action Owner: Adrian Cannard Current Implementation Date: 31 Dec 2023</p>

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CRR0007	<p>Title: University of Peterborough future expansion</p> <p>Owner: Richard Kenny</p> <p>Assignee: Jim Cunningham</p>	<p>Cause(s): 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>Effect(s): Hampers the deliverability of the shared vision for the university expansion.</p>	Medium (3:3=13)	<p>The wider CA 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 ARU regarding new shareholders agreement continue.</p>	Medium (3:2=9)	<p>Action Detail: Working groups have been created to progress with the OPA and find solutions for the relocation of existing local amenities which currently occupy the site.</p> <p>Action Owner: Richard Kenny</p> <p>Current Implementation Date: 31 Mar 2024</p> <hr/> <p>Action Detail: Engage with partners to establish programme delivery for future phases / programme business case.</p> <p>Action Owner: Richard Kenny</p> <p>Current Implementation Date: 31 Mar 2024</p>
CRR0009	<p>Title: Governance - VfM risk relating to governance</p> <p>Owner: Rob Bridge</p> <p>Assignee: Matt Cumberbatch</p>	<p>Cause(s): The external auditor identified in July 2022 that there were: - Weaknesses in the Authority's governance arrangements. As a result of these weaknesses, they were concerned that the Authority has insufficient capacity, capability and an inappropriate culture to support the effective governance and operation of the organisation and how it discharges its statutory services.</p> <p>In the annual audit report issued to the Audit & Governance Committee on the 08 March 2024, the external auditor identified progress against their July 2022 concerns and noted the effective conclusion of the code of conduct investigation, that senior capacity had been significantly strengthened with the majority of senior roles now filled by permanent staff and that the authority had developed an improvement plan that was being delivered and making significant improvements against the original concerns.</p> <p>DLUHC similarly reflected the positive progress made to date on the improvement programme, but issued a new best value notice for 6 months on the 30 January 2024, focusing on the embedding of the improvements made, the need for an agreed vision and shared ambitions, further work to embed a positive culture particularly at board level and continuing work to strengthen partnerships across and beyond the region.</p> <p>DLUHC has paused the Mayoral Capacity Fund and LEP core funding for 2022/23 and 2023/24 until it is confident that sufficient improvements have been made to warrant their release.</p> <p>Effect(s): Potential loss of the Mayoral Capacity Fund and the LEP core fund for 2022/23 and 2023/24 totalling around £2.6m unless CPCA can demonstrate the required improvement to DLUHC.</p> <p>Potential continued inability to demonstrate best value which would put at risk other potential funding sources and have a negative impact on the reputation of the Combined Authority.</p> <p>LAST REVIEW COMMENTS (June24): External and internal audit opinion has shown progress against identified issues and now we await the conclusion of the Best Value Notice and embedding Improvement Plan to review the score next time.</p>	Very High (5:3=22)	<p>Both the A&G and O&S Committees have been briefed on the issues and are making their own recommendations to the board and will work to support the CPCA in resolving the issues raised by EY.</p> <p>Permanent appointments have been made to all CMT roles including a permanent CEO who started in June 2023 and clear processes in place to replace any CMT role in the future with a permanent appointment as required.</p> <p>Regular engagement with external auditors, Independent Improvement Board, DLUHC and BEIS.</p> <p>Letter written by CEO to DLUHC and BEIS officials seeking release of the funds now that significant improvements have been made, or if the departments require further improvements before the funding is released to ask them to be clear about what further improvements are required.</p> <p>Improvement Plan in place since October 2022 that has delivered very significant improvements within the Combined Authority and is now moving into phase 3 of its existence to ensure that the issues raised under the latest best value notice continue to be effectively addressed.</p> <p>Revised and updated Improvement Plan that focuses on the embedding and the January 2024 Best Value Notice recognises the progress.</p> <p>Strengthened and coherent CMT</p> <p>Mayoral inductions and early interactions with Mayoral candidates</p> <p>Detailed reporting provided to A&G Committee and O&S Committee on performance to ensure both committees are sufficiently aware of any governance issues.</p>	Low (2:2=5)	

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CRR0010	<p>Title: Culture</p> <p>Owner: Rob Bridge</p> <p>Assignee: Judith Barker</p>	<p>Cause(s): An inappropriate culture (officers and members) can lead to a dysfunctional culture, recognised in the Best Value Notice (Jan 24).</p> <p>Effect(s): Impact on delivery of decisions, demotivation of officers and partners.</p>	Very High (5:3=22)	<p>a) Governance review underway as part of Improvement Plan. - complete</p> <p>Regular staff engagement and surveys have shown progress on organisation culture and the CIVIL values have been agreed. Next stage of Improvement Plan is further embedding the culture of the organisation including the Board. Now including an annual staff recognition event, first of which takes place on 24 June.</p> <p>Ongoing engagement with Members and Officers to display appropriate behaviours.</p> <p>Evidence pack to IIB and DLUHC has been developed and is a live document being added to as and when stakeholder engagement and delivery takes place.</p> <p>Appraisals now include a section to review individuals value and behaviour performance.</p>	Medium (3:3=13)	<p>Action Detail: Funding was secured from LGA to help develop constructive discussions between members. Allocated for training March 23</p> <p>Action Owner: Rob Bridge</p> <p>Current Implementation Date: 09 Jul 2024</p> <p>Action Detail: Regular staff engagement and surveys have shown progress on organisation culture and the CIVIL values have been undertaken on four occasions this last year.</p> <p>Action Owner: Rob Bridge</p> <p>Current Implementation Date: 09 Jul 2024</p> <p>Action Detail: Ongoing engagement with Members and Officers to display appropriate behaviours.</p> <p>Evidence pack to IIB and DLUHC has been developed and is a live document being added to as and when stakeholder engagement and delivery takes place.</p> <p>Appraisals now include a section to review individuals value and behaviour performance</p> <p>Action Owner: Rob Bridge</p> <p>Current Implementation Date: 09 Jul 2024</p> <p>Action Detail: Appraisals now include a section to review individuals value and behaviour performance</p> <p>Action Owner: Rob Bridge</p> <p>Current Implementation Date: 09 Jul 2024</p> <p>Action Detail: Evidence pack to IIB and DLUHC has been developed and is a live document being added to as and when stakeholder engagement and delivery takes place. The evidence pack is shared in advance of each IIB meeting.</p> <p>Action Owner: Rob Bridge</p> <p>Current Implementation Date: 09 Jul 2024</p>
CRR0012	<p>Title: Financial - Underspend</p> <p>Owner: Janice Gotts</p> <p>Assignee: Rob Emery</p>	<p>Cause(s): Underspend on work programmes</p> <p>Effect(s): Underspend damages our credibility with our Members and partners impacting the desirability of the CA as a delivery partner both locally and nationally. The delay between delivery on ground and expenditure being reported by the CA impacts the ability of the CA to make informed project decisions.</p>	Very High (3:5=20)	<p>a) Implementing self service financial reporting which will enable project managers to more easily identify if there is a disconnect between project delivery and expenditure.</p> <p>b) Financial RAG ratings are in place so it can be seen immediately as part of the monthly performance reporting.</p> <p>c) Active programme/project management by those responsible within the CPCA.</p> <p>In process of introducing work in progress commitment accounting</p> <p>Working with our external project partners on provide accurate and timely reporting data</p>	Medium (3:3=13)	<p>Action Detail: Development of directorate self service reports including RAG rating. This work will be supported by corporate project management, budget management and risk training.</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 30 Sep 2024</p>

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CRR0013	<p>Title: EQIA</p> <p>Owner: Matt Cumberbatch</p> <p>Assignee: Reena Roojam</p>	<p>Cause(s): Not meeting Equalities legislation</p> <p>Effect(s): Risk of enforcement by judicial review as CA has not met with public sector equalities duty.</p>	Very High (5:3=22)	<p>Each project will undertake an 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>	Medium (3:3=13)	<p>Action Detail: EQIA legal review to be undertaken</p> <p>Action Owner: Sam Hennerley</p> <p>Current Implementation Date: 30 Nov 2024</p>
CRR0014	<p>Title: Cyber Security</p> <p>Owner: Janice Gotts</p> <p>Assignee: Rob Emery</p>	<p>Cause(s): Cyber Security incident due to: Unauthorised applications Human error Mislaidd equipment Breach - network / data Fraudulent activity due to phishing attempts</p> <p>Effect(s): 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)	<p>Egress product implemented to encrypt attachments to further secure email traffic outside the Combined Authority domain.</p> <p>Cloud bases systems used for service critical operations</p> <p>Disaster recovery systems</p> <p>Proactive network attack defences</p> <p>End-user training</p> <p>CPCA is part of National Cyber Security Central early warning system</p>	Medium (3:2=9)	<p>Action Detail: Cyber Security Essential and Essentials + review arranged annually</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 15 Dec 2024</p> <p>Action Detail: End-user training review</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 31 Dec 2024</p> <p>Action Detail: Member training</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 30 Sep 2024</p> <p>Action Detail: IT disaster recovery plan refresh</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 30 Sep 2024</p> <p>Action Detail: Increasing client-side IT capabilities</p> <p>Action Owner: Rob Emery</p> <p>Current Implementation Date: 30 Nov 2024</p>

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CRR0015	<p>Title: HR Operations</p> <p>Owner: Janice Gotts</p> <p>Assignee: Nicky Mcloughlin</p>	<p>Cause(s): Configuration restrictions on Citrus System support the needs of 120 strong organisation Weaknesses in our recruitment and onboarding processes</p> <p>Effect(s): 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 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>	Medium (3:2=9)	<p>Action Detail: Budget for business change (review all HR processes) and technology circa £30k p.a. Implementation costs circa £50k</p> <p>Action Owner: Nicky Mcloughlin</p> <p>Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Budget for business change (review all HR processes)</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Phased approach to implementation starting with recruitment to application tracking software (our biggest challenge as we grow).</p> <p>Action Owner: Nicky Mcloughlin</p> <p>Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: Core HR system, performance management, learning and development, and payroll.</p> <p>Action Owner: Nicky Mcloughlin</p> <p>Current Implementation Date: 31 Jul 2024</p> <hr/> <p>Action Detail: HR staff to be upskilled.</p> <p>Action Owner: Nicky Mcloughlin</p> <p>Current Implementation Date: 31 Jul 2024</p>
CRR0017	<p>Title: Subsidiary companies and shareholder membership</p> <p>Owner: Janice Gotts</p> <p>Assignee: Matt Cumberbatch</p>	<p>Cause(s): Lack of day to day management of these companies</p> <p>Effect(s): 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>	Low (2:1=3)	<p>Action Detail: - Investment Committee Introductory Session with Committee Members and Officers held on 10 July 2024</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 10 Jul 2024</p> <hr/> <p>Action Detail: Investment Committee and Investment Panel dates now scheduled. Investment Committee to meet on 29 August 2024.</p> <p>Action Owner: Janice Gotts</p> <p>Current Implementation Date: 29 Aug 2024</p>

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CRR0019	<p>Title: Bus Reform</p> <p>Owner: Judith Barker</p> <p>Assignee: Andrew Highfield</p>	<p>Cause(s): Mayoral decision is challenged. Reasons for a challenge include:</p> <ul style="list-style-type: none"> 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>Effect(s): 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. Financial risk due a decline in patronage on the bus network and increased inflation on operating costs 4. Procurement/Capital project delays due the lack of key resources in the market to move these critical elements forward</p>	Very High (3:5=20)	<ul style="list-style-type: none"> 1) Ensure compliance with the requirements of the 2017 Act 2) Full assessment to consider impacts of the proposed scheme 3) Review and consideration of any feedback to CPCA's assessment both upon completion of assessment and during any potential statutory consultation. 4) Appropriate engagement with stakeholders. 5) Ensure compliance with CPCA constitution and comply with any instructions given by CPCA. 	Medium (3:3=13)	
CRR0020	<p>Title: PSQ - funding</p> <p>Owner: Judith Barker</p> <p>Assignee: Gidon Wieder</p>	<p>Cause(s): Unable to agree an affordable station design and/or relocate NR's MDU within the project budget</p> <p>Effect(s): Funding is lost for all or part of the programme</p>	Very High (4:4=21)	<ul style="list-style-type: none"> Landolt & Brown appointed as station specialists Develop a revised programme and engage DLUHC and DfT to agree a way forward Understand NR's programme for their MDU relocation and influence them to minimise requirements 	Medium (3:3=13)	<p>Action Detail: Landolt & Brown appointed as station specialists Develop a revised programme and engage DLUHC and DfT to agree a way forward Understand NR's programme for their MDU relocation and influence them to minimise requirements</p> <p>Action Owner: Gidon Wieder Current Implementation Date: 30 Oct 2024</p> <hr/> <p>Action Detail: LNER work package to deliver new and refurbished station package by the LUF2 deadline of March 2026 is not achievable. A revised programme is being developed and DfT will be engaged.</p> <p>Action Owner: Gidon Wieder Current Implementation Date: 30 Aug 2024</p> <hr/> <p>Action Detail: Plan to be agreed at July steering group with Landolt & Brown to lead implementation ready for a January 2025 FBC submission</p> <p>Action Owner: Gidon Wieder Current Implementation Date: 16 Jul 2024</p>