

LEP Programme Risk Register

Reported to LEP Board

Details of Risk				Inherent Risk Score	Existing Controls	Residual Risk Score	Actions			Target Score	Action Status
Ref	Risk Description	Result	Owner				Proposed Action Plans	Action Owner	Target Date		
1	Growing Places										
1.1	Growing Places Fund fails to deploy funds	No income to the LEP from this work stream. This will limit the LEP's ability to deliver economic impact in Lancashire	Commercial & Business Support Manager	12	Quarterly Performance Reporting Urgent Business Procedure for new loans and changes to existing loans Building a strong pipeline of interest -Growing Places page on LEP website with Expression of Interest	9	Growing Places Marketing Plan Case Studies on the website PR on Growing Places Loans and successes	Commercial & Business Support Manager	Jan-21	6	ongoing
1.2	Impact of Covid 19 on existing loans, pipeline and ability to deploy funds	Existing loans may not be able to repay on a timely basis, may want suspension of interest for a period of time, pipeline could fall away and little interest in fund due to other preferable offers	Commercial & Business Support Manager	20	Quarterly Performance Reporting Flexibilities from Government regarding Growing Places criteria LEP Board consideration of individual loans - possible suspensions of interest accrued and/or delayed payments may be agreed	9	Growing Places Marketing Plan for each sector group New Criteria for Growing Places Loans for board approval Update website with new developments PR on Growing Places Loans and successes	Commercial & Business Support Manager	Oct-21	6	ongoing
1.3	Failure for the loans to be repaid	Loss of interest income and loss of capital meaning less funds to deploy in the long term	Commercial & Business Support Manager	12	Quarterly Performance Monitoring Robust Facility Agreements with step in rights Monitoring Reports from the LEP's monitoring Surveyor Annual accounts from the borrowers Monthly monitoring as per the terms and conditions of the Facility Agreements	6	Ongoing monitoring of live schemes as per the terms of the Facility Agreements LEP Board consideration of revised terms to enhance probability of repayment	Commercial & Business Support Manager	Mar-21	6	ongoing
1.4	Failure to grow the pipeline	Lack of growth in the pipeline will result in no more loans being agreed, therefore loss of income for the LEP	Commercial & Business Support Manager	12	Quarterly Performance Monitoring Promoted on the LEP website with an Expression of Interest form	9	Marketing Campaign Any changes to criteria promoted on LEP website and through marketing campaign if agreed PR on Growing Places successes and impacts	Commercial & Business Support Manager	Dec-20	6	ongoing
1.5	Failure to achieve strategic impact	Lost opportunity to feed into the Strategic Framework and deliver impactful outcomes for the Lancashire economy	Commercial & Business Support Manager	12	Quarterly Performance Monitoring Sector Working Groups	6	Alignment of marketing activity with KPIs of Strategic Framework and priorities of the Local Industrial Strategy and Recovery Plan PR on Growing Places successes and impacts	Commercial & Business Support Manager	Dec-20	6	ongoing
2	Growth Deal										
2.1	Realising the strategic potential of the collective programme	Lost opportunity to extract strategic impact from the programme.	Programme Manager	6	LEP has core team of staff re the delivery of individual programmes	4	Align programmes to strategic framework. Cross programme links to maximise growth.	Programme Manager	Jan-21	4	ongoing

2.2	Failure to deliver the contracted targets (expenditure / outputs)	High reputational damage to the LEP with Government and local population. Impact on ability to secure future funding from Government.	Programme Manager	12	Quarterly monitoring of targets / metrics, reporting to Growth Deal Management Board and LEP Board. Corrective action measures implemented where required. Social Value reporting	6	Clarify government targets, On-going monitoring, Members Direction, Bring forward projects which address gaps in performance, Change control measurers, Response to COVID-19 impact	Programme Manager	Mar-21	6	ongoing
2.3	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	20	Identify financial solutions for the programme and each project, Support Project Managers in the delivery of projects, Increase monitoring visits when safe to do so, Continue to work with BEIS, Report to LEP Board / Sub Committees.	12	Work with projects to implement government guidelines to enable them to continue with the projects and support with information regarding the whole programme targets and outputs.	Programme Manager	Mar-21	12	ongoing
2.4	State Aid Compliance	Funds clawed back by Government / European Commission	Programme Manager	6	Complete SANI report for 2018 & 2019, State Aid on LEP Website.	4	Continue to work with LCC colleagues as Accountable body to ensure timely information to government and to upload on to the LEP website.	Programme Manager	Mar-21	4	ongoing
2.5	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	8	Information on progress and successful projects on LEP website	6	Clear Strategic Pipeline Identification of PR Communication Opportunities MP Engagement Successful Evaluation Collation of case studies	Programme Manager	Dec-20	6	ongoing
2.6	Complete contracting (GFA) for all schemes	Fund not spend and therefore returned to Government.	Programme Manager	8	Quarterly reporting to Growth Deal Management Board and LEP Board. Corrective action measures implemented where required.	6	Contracting is expected to be completed by the end of September 20 for the remaining schemes.	Programme Manager	Nov-20	6	ongoing
3	Enterprise Zones										
3.1	EZ's fail to achieve strategic objectives including attracting inward investment growth businesses in specific sectors	Few businesses locating on the EZ's with critical mass of clusters not achieved.	Business Support and Commercial Manager / Programme Manager	20	Clear understanding of the strategic objectives by partners and robust reporting to EZ Committee and LEP Board Fiscal Incentives in place, simplified planning process (LDO) or Local Plans in place and targeted marketing of sites EZ enquires to be shared across 4 sites Engagement with the Department of International Trade. Engagement with LEP network regarding a case for a refresh of EZ's Engagement with key sector partners and agencies, and growth of business development opportunities through provision of Center Propositions by LEP working groups	16	KPI's to be developed and reporting to Quarterly EZ committee. Ensure alignment to strategic framework Commission review of LAMEC sites to provide recommendations on improvements to performance. Reveiw and update of Commercial Development Frameworks (where necessary) to provide market relevant plots	Business Support and Commercial Manager / Programme Manager	Dec-20	9	ongoing
3.2	Insufficient businesses locate on the EZ's to generate the business rates needed to repay the cost of infrastructure and utilities.	LEP is servicing a large debt without the necessary income to repay	CEO/ Business Support and Commercial Manager / Programme Manager	15	Enterprise Zone Governance Committee quarterly reporting Strategic Marketing activity co-ordintaed with key partners	15	Robust Business Rates agreements between LEP/LCC/ relevant Local Authorities, where appropriate Formal agreement between LEP and LCC regarding costs, interest rate charged and repayment Quarterly Performance Reporting included in Programme Report to LEP Board Joint Commercial Agent approach being considered to support efficient sharing of enquiries	Business Support and Commercial Manager / Programme Manager	Dec-20	9	ongoing
3.3	EZ enquires to be shared across EZs.	Enquiries lost and opportunities missed for businesses to locate on to an appropriate site in LAMEC	Business Support and Commercial Manager / Programme Manager	12	Quarterly performance data on enquiries received at EZ Committee Co-ordinated enquiry handling process currently adopted through direct LEP enquiries	9	Enquiry protocols to be agreed and implemented Plans to drive up enquiries and generate interest in the LAMEC sites Consistent KPIs to be developed and monitored, across EZ sites Joint Commercial Agent approach being considered to support efficient sharing of enquiries	Business Support and Commercial Manager / Programme Manager	Dec-20	6	ongoing

3.4	Lack of fiscal incentives leading to lack of enquiries	Lost momentum on EZ activity. Reduced ability of EZ's to repay prudential borrowing from business rates growth.	Business Support and Commercial Manager / Programme Manager	16	Engagement with the LEP Network Proposition into the Comprehensive Spending Review from LEP Network Link into other government policies such as Freeports, Department for International Trade new Export and Investment Strategy	9	Complete and return the LEP Network questionnaire for LAMEC Refresh of EZ modelling assumptions Strategic & co-ordinated marketing campaign	Business Support and Commercial Manager / Programme Manager	Dec-20	6	ongoing
3.5	Covid-19 impact on delivery of sites	Delays in construction, temporary lack of market demand and negative impact of the pandemic on existing businesses on sites.	Business Support and Commercial Manager / Programme Manager	20	Safety guidelines now in place Getting Building Fund allocation for some infrastructure work on one site Enterprise Zone Governance Committee quarterly reporting	12	Clear marketing strategy with implementation underway Refresh of marketing plan, website and social media Liaison with contractors on site to mitigate delays	Business Support and Commercial Manager / Programme Manager	Dec-20	9	ongoing
3.6	Site issues causing delays in delivery	Delays in planning, need for flood mitigation measures, utility upgrades, purchase rights over land and restrictive agreements	Business Support and Commercial Manager / Programme Manager	20	Enterprise Zone Governance Committee quarterly reporting	12	Liaison with accountable bodies, local authorities and site owners to deliver solutions to the issues.	Business Support and Commercial Manager / Programme Manager	Mar-21	9	ongoing
4	Skills Hub										
4.1	Skills and Employment Advisory Panel (SAP) effectively established and delivering against government guidance in relation to governance and analytical role	Inability to deliver against the Lancashire Skills and Employment Strategic Framework and drive up skills and employment across the local labour market	Director of the Skills Hub	16	SAP Terms of Reference aligned with guidance from government and approved by DfE. Analytical capacity enhanced through the appointment of a Skills and Economic Intelligence Offer. Grant currently in place until end of March 2021 - risk in regarding to sustainability.	12	Monitor effectiveness of the SAP through regular DfE Reviews and the development of a Local Skills Report, which report on progress against the strategic framework.	Director of the Skills Hub	Mar-21	6	ongoing
4.2	Implementation of the Lancashire Skills and Employment Strategic Framework and allied Lancashire Technical Education Vision	Inability to deliver against the Lancashire Skills and Employment Strategic Framework and drive up skills and employment across the local labour market	Director of the Skills Hub	16	Implementation of the framework is monitored by the SAP.	9	Monitoring and Evaluation Framework in development as part of the refresh of the Skills and Employment Strategic Framework. Monitoring and Evaluation is undertaken annually.	Director of the Skills Hub	Jan-21	9	ongoing

5.1	Failure to deliver the contracted targets (expenditure / outputs)	Funds clawed back by Government / European Commission	Head of Business Growth	12	Projects submit reprofiles and PMT to monitor these to ensure compliance with GFA Regular contract review meetings Growth Deal Management Board quarterly reporting Performance reported to LCC (Accountable Body) Quarterly reporting to MHCLG	6	Regularly monitoring of service provider performance against targets and any resulting actions actively pursued LCC to press MHCLG for authority to submit the change control	Head of Business Growth	Jun-23	6	ongoing
5.2	Risk over market dilution in regard to start up business support particularly the universities – what offers/volumes are there?	Confusion in the marketplace about where to get business support from. Dilution of the Boost message and ultimately not enough businesses using the Boost service	Head of Business Growth	12	Robust engagement with the universities Marketing and communication plan in place with PR provider	3	LCC will facilitate a meeting with the universities to discuss the 'crowded landscape' across Lancashire. Continuing review of Boost messages.	Head of Business Growth	Dec-20	3	ongoing
5.3	Covid risks to Boost delivery profile along with risks to individuals/workers	Assimilation of information coming out of government with regards to Growth Hubs and to pivot from Growth messages to supporting businesses messages.	Head of Business Growth	6	Urgent guidance sought from MHCLG on implications for project delivery profile and contracted targets. Informed businesses and individuals regarding government and NHS guidance on social distancing Supported businesses and individuals in the recovery phase of pandemic PMT to reviewed latest guidance and communicated flexibilities to delivery partners Contract Review meetings Growth Deal Management Board quarterly reporting Weekly reporting to BEIS re Covid and Brexit issue	3	Thrice weekly updates from providers Continuing review and amendment of Boost messages Boost website updates	Head of Business Growth	Dec-20	3	ongoing
6	City Deal										
6.1	Failure to deliver housing and jobs target.	Loss of income for the local authorities due to lack of new homes bonus and future council tax receipts. Lack of house building due to lack of demand (job creation)	City Deal Programme Manager	16	City Deal Combined Executive and Stewardship Boards quarterly reporting	12	Continue to work with South Ribble and Preston councils on the City Deal Review. Work with Government regarding the New Homes Bonus.	City Deal Programme Manager	Dec-23	9	ongoing
6.2	Covid risks to the delivery of City Deal	Core outputs in this programme relate to housing and jobs, which are likely to be hugely impacted by a downturn in the housing and employment markets	City Deal Programme Manager	16	City Deal Combined Executive and Stewardship Boards quarterly reporting	12	Continue to work with Government regarding a recovery plan	City Deal Programme Manager	Mar-21	9	ongoing

6.3	Changes to the planning system arising from recently published planning white paper could impact on income into the deal from CIL and S106 payments.	Delays to the programme may occur as solutions to the issues are resolved and core outputs may not be achieved	City Deal Programme Manager	16	City Deal Combined Executive and Stewardship Boards quarterly reporting	12	Respond to the City Deal consultation on the planning white paper by 29 October	City Deal Programme Manager	Nov-20	9	ongoing
7	Inward Investment										
7.1	Covid 19 impacts the number of Inward Investment enquiries	Foreign Direct Investment has shrunk as a result of the pandemic	Business Support and Commercial Manager/Head of Business Growth	20	Engagement with the Department of International Trade Engagement with the Northern Powerhouse Trade and Investment Group Working with other Northern LEPs to promote the Lancashire offer	15	Department of International Trade are revising their Investment Strategy to ensure that UK remains attractive to Foreign Direct Investment post Brexit The new Office of Investment as part of the new strategy	Business Support and Commercial Manager/Head of Business Growth	Dec-21	12	ongoing
7.2	The failure of the UK economy to bounce back and prove attractive to foreign investors	The UK is in a longer recession than the rest of the world. As a result the UK is not attractive to Foreign Companies	Business Support and Commercial Manager/Head of Business Growth	29	Work with the Department of International trade to promote the Lancashire offer, through their network of Embassies and Consulates worldwide. The new Office of Investment as part of DiT to promote the UK offer, including Lancashire's	15	DiT are consulting on a new Investment Strategy which Lancashire has contributed to, focussing on growth sectors. Government are funding new trade advisors including one in Lancashire to support exporters which will in turn support Foreign Owned Companies	Business Support and Commercial Manager/Head of Business Growth	Dec-21	12	ongoing
7.3	The appetite of Foreign Owned Companies to invest	As a result of the pandemic, Brexit and recession Foreign Owned Companies do not go ahead with investment plans.	Business Support and Commercial Manager/Head of Business Growth	20	Lancashire Key Account Manager supports Foreign Owned Companies to access local and national support offers. Companies can access Department for International Trade data for building a business case for their internal processes to get the funding they need to grow.	15	Lancashire Key Account Manger reporting to DiT will ensure real time data is captured and can be acted upon. This information feeds into the LEP's sector groups where appropriate and informs policy and interventions. Not all sectors are affected and there are some opportunities for growth.	Business Support and Commercial Manager/Head of Business Growth	Dec-21	12	ongoing
7.4	Foreign Owned Businesses looking to shrink its business or withdraw from the UK	As a result of the global pandemic and recession Foreign Owned Companies decide to withdraw from the UK.	Business Support and Commercial Manager/Head of Business Growth	20	The Lancashire Key Account Manager works closely with Foreign Owned Businesses to ensure they are linked into local support offers in Boost, Lancashire's Growth Hub and Key Initiatives along with national programmes such as R&D Tax Credits and Patent Box	15	Sector groups of the LEP engage with Foreign Owned Companies so policies and interventions include their input. Trade bodies such as the Aerospace Alliance and the Northern Automotive Alliance supports Foreign Owned Companies in Lancashire and provides intelligence to the LEP. The Lancashire Key Account manager raises concerns with DiT/LCC/LEP if companies are considering withdrawing from the UK to inform policy and interventions	Business Support and Commercial Manager/Head of Business Growth	Dec-21	12	ongoing