

LEP Programme Risk Register

Details of Risk				Inherent Risk Score
Ref	Risk Description	Result	Owner	
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
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
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
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
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
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

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
2.3	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	15
2.4	State Aid and Subsidy Control	Funds clawed back by Government / European Commission	Programme Manager	6
2.5	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	8
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
3.2	Insufficient businesses locate on the EZ's to generate the business rates needed to repay the cost of infrastructure and utilities.	LEP are servicing a large debt without the necessary income to repay	CEO/ Business Support and Commercial Manager / Programme Manager	15
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

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
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
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
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
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

4.3	Dependency on the ESIF programme to provide business support and skills and employment programmes and deliver against strategic priorities	Impact on provision to support business resilience and business growth, and drive a skilled, productive and inclusive labour market	Chair of the ESIF Committee	20
4.4	Disruption to the continuation of the Lancashire Digital Skills Partnership (launched in April 2018) which was formed to drive up digital skills across Lancashire.	No funding for this work stream including the salary costs of the DSP Coordinator post. Current objectives linked to the increase in the digital skills of Lancashire's businesses and residents will be difficult to achieve without this resource.	Director of the Skills Hub	16
4.5	Dependency on partnership and funding from the Gatsby Foundation to implement the Technical Education Vision	No core funding for this work stream including the salary costs of the Technical Education Manager and Officer.	Director of the Skills Hub	16
4.6	Dependency on DfE funding and continued commitment to the government's Careers Strategy for the Enterprise Adviser Network and Careers Hub across Lancashire. Dependency on match funding locally via LCDL, Local Authorities and the LEP	Careers and Enterprise Company cease to exist due to DfE funding and national model collapses. Reduction in the quality of careers provision in schools and colleges across Lancashire impacting on aspiration and social mobility, and future talent pipeline.	Director of the Skills Hub	16
5	Boost			

5.1	Failure to deliver the contracted targets (expenditure / outputs)	Funds clawed back by Government / European Commission	Head of Business Growth	12
5.2	Risk over market dilution in regard to start up business support particularly the universities – what offers/volumes are there?	This has the potential to pose a threat to our business support simplification agenda, unless symbiotic relationships are developed and maintained with business support agencies offering similar products and services. There is need to hide the wiring and provide a seamless service to Lancashire businesses, thereby reducing or completely removing any ambiguity regarding where to access best business support.	Head of Business Growth	12
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
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
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
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
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
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
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

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
7.5	The Lancashire offer is not understood by investors and third parties promoting Lancashire	Lancashire are not getting enquiries in order to put forward their offer	Business Support and Commercial Manager/Head of Business Growth	20
8	Getting Building Fund			
8.1	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
8.2	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	20
8.3	Subsidy Control (previously state aid)	Funds clawed back by Government / European Commission	Programme Manager	6
8.4	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	8

Reported to LEP Board

Existing Controls	Residual Risk Score
Quarterly Performance Reporting Urgent Business Procedure for new loans and changes to existing loans Growing Places page on LEP website with Expression of Interest Word of mouth marketing	6
Quarterly Performance Reporting Flexibilities from Government regarding Growing Places criteria Board have agreed to support two borrowers that have asked for suspension of interest and time to pay interest invoice and time to repay loan.	9
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
Quarterly Performance Monitoring Promoted on the LEP website with an Expression of Interest form Prompt response to emails from the LEP mailbox	6
Quarterly Performance Monitoring Sector Working Groups	6
LEP has core team of staff re the delivery of individual programmes	4

Quarterly monitoring of targets / metrics, reporting to Growth Deal Management Board and LEP Board. Corrective action measures implemented where required. Social Value reporting	6
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.	6
Continue to collate annual data for onwards reporting to CLG on a timely basis Identify on-going process to report existing state aid via SANI2, and potentially any new subsidy controls requirements.	20
Information on progress and successful projects on LEP website. PR undertaken on a re-active basis.	6
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 an case for a refresh of EZ's Engagement with key sector partners and agencies, and growth of business development opportunities through provision of Sector Propositions by LEP working groups Samlesbury Commercial Development Framework updated Samlesbury pipeline of enquiries increased	16
Enterprise Zone Governance Committee quarterly reporting Strategic Marketing activity co-ordinated with key	15
Quarterly performance data on enquiries received at EZ Committee Co-ordinated enquiry handling process agreed and adopted Strategic & co-ordinated marketing campaign	9

<p>Ongoing engagement with the LEP Network and the UK EZ 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</p>	<p>9</p>
<p>Safety guidelines now in place Getting Building Fund allocation for some infrastructure work on one site Enterprise Zone Governance Committee quarterly reporting</p>	<p>12</p>
<p>Enterprise Zone Governance Committee quarterly reporting</p>	<p>12</p>
<p>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. A further grant has been confirmed and received for financial year 2021/22. Likely to be last grant from DfE.</p>	<p>9</p>
<p>Implementation of the framework is monitored by the SAP.</p>	<p>9</p>

<p>ESIF Committee aligned with the LEP Board - engagement with key government bodies to influence future programme, articulating Lancashire priorities</p>	<p>16</p>
<p>Digital Skills Partnership Steering Group in place with DCMS and local partners. Work closely with national colleagues at DCMS to understand policy direction of travel, communicate local successful impact, communicate necessity for continued funds from DCMS and the return on investment.</p> <p>Work with stakeholders in Lancashire to take ownership and contribute to the achievement of the DSP objectives.</p>	<p>6</p>
<p>Technical Education Steering Group - oversight of project plans for Technical Education. Work closely with The Gatsby Foundation to understand policy direction of travel, communicate local successful impact, communicate return on investment.</p> <p>Work with stakeholders in Lancashire to take ownership and contribute to the achievement of the Technical Education objectives and build sustainability beyond the funds.</p>	<p>12</p>
<p>Working to raise the profile of the work with DfE to demonstrate impact of partnership with CEC on careers aspirations of young people. Action Plans in place locally to drive performance - robust subcontracting process in place with delivery partner, Inspira</p>	<p>9</p>

<p>Delivery organisations (prime and sub-contractors) have been asked to review and submit realistic financial and output profiles based on their current pipeline on a quarterly basis to PMT. PMT continue to manage performance and monitor projects for quality and compliance. PMT are providing technical and moral support to delivery organisations to help them achieve their output profile targets.</p> <p>Contract Review Meetings are taking place every six weeks. Processes are in place for providing quarterly Project Progress Reports to Business Support Management Board members and Funding Authority, Ministry for Housing, Communities and Local Government (MHCLG). Challenges and opportunities are discussed at Operational Group Meetings, where all prime contractors as well as sub-contractors are present. In addition, Boost stand-up meetings are providing opportunities for suppliers to collaborate with other business support agencies and private businesses in Lancashire.</p>	6
<p>Ongoing discussions with universities and other business support agencies providing similar offers and services.</p> <p>Marketing and communication plan in place.</p>	3
<p>Guidance sought from MHCLG on implications for project delivery profile and contracted targets.</p> <p>Informed businesses and individuals regarding government and NHS guidance on social distancing.</p> <p>Supported businesses and individuals in the recovery phase of pandemic PMT to reviewed latest guidance and communicated flexibilities to delivery partners.</p> <p>Contract Review meetings.</p> <p>Business Support Management Board quarterly reporting.</p> <p>Weekly reporting to BEIS re Covid and Brexit issue.</p>	3

<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	<p>12</p>
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	<p>12</p>
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting This risk has been completed but there is a risk that changes will occur wo the risk will be retained but re-worded.</p>	<p>12</p>
<p>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 Engagement with the new Office of Investment raising the profile of a failed inward investment propositions due to lack of government funding and how this can be improved.</p>	<p>15</p>
<p>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. Working with DiT on the Internationalisation Fund to ensure that Lancashire businesses get Trade grants to support export activities.</p>	<p>15</p>
<p>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. Trade bodies such as the Aerospace Alliance and the Northern Automotive Alliance supports Foreign Owned Companies in Lancashire and provides intelligence to the LEP.</p>	<p>15</p>

<p>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, Patent Box and temporary super deduction tax on eligible capital investments.</p>	<p>15</p>
<p>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</p>	<p>15</p>
<p>Quarterly monitoring of contract targets, reporting to LEP Board. Quarterly reporting and review by CLG. Regular dialogue with each project. Corrective action measures implemented where required. Social Value reporting</p>	<p>6</p>
<p>Identify delivery 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.</p>	<p>6</p>
<p>Identify process to report new subsidy controls requirements on transparency database, and further requirements.</p>	<p>9</p>
<p>Information on progress and successful projects on LEP website. PR undertaken on a re-active basis.</p>	<p>6</p>

Actions				Target Score	Action Status
Proposed Action Plans	Action Owner	Target Date			
Growing Places Marketing Plan Case Studies on the website PR on Growing Places Loans and successes Promotion through the Annual Report	Commercial & Business Support Manager	Jun-22	6	ongoing	
Growing Places Marketing Plan for each sector group New Criteria for Growing Places Loans for board approval Update website with new information PR on Growing Places Loans and successes	Commercial & Business Support Manager	Mar-22	6	ongoing	
Ongoing monitoring of live schemes as per the terms of the Facility Agreements, no concerns regarding the current schemes	Commercial & Business Support Manager	Jun-22	6	ongoing	
Marketing Campaign to commence if agreed by Board 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	Jun-22	6	ongoing	
Alignment of marketing activity with KPIs of Strategic Framework to be agreed with the Board and priorities of the Local Industrial Strategy and Recovery Plan PR on Growing Places successes and impacts	Commercial & Business Support Manager	Jun-22	6	ongoing	
Align programmes to strategic framework. Cross programme links to maximise growth.	Programme Manager	Mar-22	4	ongoing	

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-25	6	ongoing
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-22	6	ongoing
Continue discussions with CLG and LCC colleagues as Accountable body to identify requirements, to ensure compliance. Ensure that LCC Legal Team complete SANI2 return to CLG to avoid challenge	Programme Manager	Aug-21	4	urgent
Clear Strategic Pipeline Identification of PR Communication Opportunities MP Engagement Successful Evaluation Collation of case studies	Programme Manager	Dec-21	6	ongoing
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. Pipeline of enquiries actively managed Joint Commercial Agent to be in place across all 4 EZ Sites	Business Support and Commercial Manager / Programme Manager	Dec-21	9	ongoing
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 partners Joint Commercial Agent commissioned to support more efficient sharing of enquiries	Business Support and Commercial Manager / Programme Manager	Dec-21	9	ongoing
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 commissioned to support more efficient sharing of enquiries	Business Support and Commercial Manager / Programme Manager	Dec-21	6	ongoing

MPs briefings to take place with a view to working with UK network to support MPs lobbying of central government Refresh of EZ modelling assumptions	Business Support and Commercial Manager / Programme Manager	Dec-21	6	ongoing
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-21	9	ongoing
Liaison with accountable bodies, local authorities and site owners to deliver solutions to the issues.	Business Support and Commercial Manager / Programme Manager	Mar-22	9	ongoing
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-22	6	ongoing
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-22	9	ongoing

<p>Regular ESIF committees key government bodies to raise concerns and lobby. Performance and risks reported to the SAP and LEP Board. CRF funds launched through lead authorities in April 2021 and procurement process underway - approach and projects to inform development of UKSPF.</p>	<p>Head of Investment and Funding</p>	<p>Jan-22</p>	<p>8</p>	<p>ongoing</p>
<p>Further year's funding secured from DCMS until 2022. Plan in place to enable continued funding through the LCDL facility in Lancaster to fund the DSP Coordinator beyond funding from DCMS.</p>	<p>Director of Skills Hub and DSP Coordinator</p>	<p>Jan-22</p>	<p>6</p>	<p>ongoing</p>
<p>Funding from the Gatsby Foundation extended until the end of December 2021. Project Plan in place, overseen by the Steering Group.</p>	<p>Director of Skills Hub and Tech Ed Manager</p>	<p>Dec-21</p>	<p>12</p>	<p>ongoing</p>
<p>Funds agreed for academic year 2021/22 with CEC. Regular contract reviews with Inspira against the contract specification. Performance and risks reported to the SAP</p>	<p>Director of the Skills Hub</p>	<p>Aug-22</p>	<p>9</p>	<p>ongoing</p>

<p>Organise meetings with Funding Authority, MHCLG to discuss about Project Change Request and any anticipated shortfall in C28, C29 output targets as well as remedial measures to address challenges faced by delivery organisations from changes dictated by the COVID-19 pandemic.</p> <p>Regular meetings organised with contractors, sub-contractors as well as other key stakeholders in the Lancashire business support echo system, especially with agencies supporting advanced manufacturing, engineering, aerospace and automotive companies to help businesses introduce new to the market or firm products, systems and processes.</p> <p>Enable wider collaboration with 34 plus business support agencies in the region.</p>	<p>Head of Business Growth</p>	<p>Sep-21</p>	<p>6</p>	<p>ongoing</p>
<p>Programme Management Team are having ongoing discussions with universities and other business support agencies to discuss about the 'crowded business support landscape' across Lancashire.</p> <p>Ongoing discussions with marketing service provider and LCC corporate communications team to create meaningful, manageable and clear messages for the target audience.</p>	<p>Head of Business Growth</p>	<p>Sep-21</p>	<p>3</p>	<p>ongoing</p>
<p>Twice a week update from Boost direct service providers at stand-up meetings.</p> <p>Regular discussion regarding content and strategy for Boost messages directed at Lancashire companies with marketing service provider and Boost contractors (and sub-contractors).</p> <p>Boost website maintenance and ensuring that content as well as look and feel is regularly updated accordingly.</p> <p>Awaiting formal approval regarding Project Change Request documents submitted to Funding Authority, (MHCLG).</p>	<p>Head of Business Growth</p>	<p>Sep-21</p>	<p>3</p>	<p>ongoing</p>

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
Continue to work with Government regarding a recovery plan	City Deal Programme Manager	Mar-22	9	ongoing
Respond to the City Deal consultation on the planning white paper by 29 October	City Deal Programme Manager	Mar-22	9	Complete
Department of International Trade are revising their Investment Strategy to ensure that UK remains attractive to Foreign Direct Investment post Brexit	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
Working with DiT Export Manger on the Lancashire Export Plan	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
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 oppotunities for growth.	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing

Sector groups of the LEP engage with Foreign Owned Companies so policies and interventions include their input. 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
Feedback from lost enquiries reviewed to improve the Lancashire Proposition. The Internationalisation Strategy in the process of being commissioned will assist Lancashire to proactively target inward investment opportunities.	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
On-going monitoring, Members Direction, Bring forward projects which address gaps in performance, Change control measurers, Response to COVID-19 impact	Programme Manager	Mar-25	6	ongoing
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-22	6	ongoing
Continue discussions with CLG and LCC colleagues as Accountable body to identify requirements, to ensure compliance. Working with LCC Legal Team to report Subsidy Control now all projects contracted.	Programme Manager	Oct-21	4	ongoing
Clear Strategic Pipeline Proactive approach to PR Communication Opportunities MP Engagement Collation of case studies	Programme Manager	Mar-22	6	ongoing