

Risks to be escalated to SSLEP Company Executive Board				Nov-19	CONFIDENTIAL		
Risks for which the Company Executive Board is the owner, or Risks which by their nature or severity are to be escalated to the Board.							
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Risk RAG Status all SSLEP - October 2019</p> </div> <div style="text-align: center;"> <p>Risk RAG Status by Group - October 2019</p> </div> <div style="text-align: center;"> <p>Risk RAG Status - 2019</p> </div> </div>							
Risk ID	Risk area	Risk Statement	Risk owner	Current/net risk level	Risk actions (mitigations)	Action owner	Action progress
Strategic 2	LEP governance	The LEP review required all LEPs to review their functioning economic geographies, removing overlaps and confusion over accountability and responsibility on leadership & priority-setting. LEPs submitted details of their proposed future geographies by end of September 2018. The delay in government confirming future geographies is impacting upon confirmation of £300k Core Funding for 2018/19 & 2019/20. This funding is allocated against delivering the LEP Review, including move to incorporated status & increasing capacity in the team in order to be 'fit' for future investment.	Executive Board		Chair to maintain engagement with government on progress, most recently (3 February) in notifying govt of company formation which aligns with current LEP geography i.e. county boundaries and (4 April) in agreeing to revisit opportunity for local resolution with GBSLEP. Executive Board to discuss once geographies determined.	Chair/Interim Partnership Manager	BEIS has reported that Minister will now determine geographies. 03/04/19 Minister asked LEPs to revisit opportunity to reach agreement locally & meet with him in May to review. The most recent date that Acting Chair has liaised with govt was by letter to BEIS & MHCLG in October 2019. Govt has requested a further position statement on local resolution by 12 Dec 2019. All District Council partners agreed to become Board Directors/Alternates in June 2019, although, as of Nov 2019 Cannock Chase DC was reviewing position.
Strategic 3	LEP governance	LEP Partnership Manager is retiring at end of December 2018 and 3 staff on temporary contracts which finish between May & July 2019. Outcome of LEP Review is still emerging, making it imprudent to recruit now for new LEP Director. Potential gap creates difficulties in delivering in a timely manner on LEP Review and wider LEP work programme.	Executive Board		Interim Partnership Manager put in place 3 December 2018 enabling handover. Governance review, including move to incorporated body and review of secretariat requirements has been undertaken. JD for recruitment of Strategy & Governance Manager agreed.	LEP Chair/Interim Partnership Manager	Option to retain Interim Partnership Manager until end of March 2020 has been put in place by SCC. Work to review resources and future secretariat requirements was completed. Future team was agreed by Board on 18 July 2019 however the lack of partner support to resource the required team presents the most significant risk to the partnership. Partnership Manager is realigning existing resources to support new team requirements where possible & seeking new funding partner arrangements. Strategy & Research Officer now confirmed in post. Temporary extension to Office Manager post until 30 December 2019. New JDs in place for 4 other posts. Match funding agreed with Chambers of Commerce for one post. 3 posts to be recruited over next month.
Strategic 4	LEP governance	Partnership decisions are not made in a timely manner causing delays in the ability of the LEP to respond to threats to project delivery timetables, creating slippage on programme delivery profiles; and act upon opportunities to increase resources to the partnership.	Executive Board		The agreed scheme of delegation operates within a clear reporting framework, ensuring decision-making is transparent and accountable.	All Sub Group Chairs	A revised Scheme of Delegation was approved at the 18 July Board meeting. Sub Groups review has commenced: revised ToR for Skills Advisory Panel approved 18 July; Programme Assurance Group and Strategic Programme Management Group currently completed subject to sign off of new ToR for SPMG. PAG to be discontinued once new SPMG is functional. Further required sub groups to be considered by Board on 21 Nov 2019.
Strategic 5	LEP governance	Loss of Executive Board knowledge due to several private sector board members potentially due to rotate in July 2019	Executive Board		The LEP Review will require four further private sector board members to be added to the board in order to achieve the required private-public balance. The timing of this will further assist in 'staggering' the rotation dates of board members.	Interim Partnership Manager	New Board Member Skills and Experience discussed at 18 July 2019 Board. Advert for new Board Members was issued in September 2019 with a good return. Two new Board Members are now in place with further interviews taking place in November 2019.
Strategic 6	LEP strategy	Delay in receipt of additional £300k Core Funding for 2018/19 & 2019/20 (see Risk ID 2) means that LEP is undertaking work at risk in order to develop the Local Industrial Strategy (LIS) by Government's timetable of December 2019. Any delay in LIS production could impact upon ability to access forthcoming funding incl. UK Shared Prosperity Funds. If the additional Core funds do not arrive in a timely fashion, LEP will need to find funding and resources from elsewhere.	Executive Board		See Risk ID2 resolution lies in the hands of government/SoS.	LEP Chair/Interim Partnership Manager	See Risk ID2 Interim Partnership Manager has written to BEIS requesting release of LEP review Implementation Grant on basis that Partnership has done everything asked of it and decision now lies with SoS. Acting Chair wrote to BEIS & MCLG in October. Response to all LEPs requires Partnership to provide position statement on local resolution of geographies issue by 12 December 2019. Local resolution at this stage would only release £100k. Local Resolution is not possible in SSLEP's case so all funding is likely to be lost. New govt (post election) will determine outcome and any further penalties for non-compliance.
CDGD 13	Delivery of major projects	<i>(Risk 13 has been Merged with Risk 6, which has been closed)</i> There is a risk of impact from Economic and Political trends which are beyond the control of the SSLEP. Brexit, national elections, general downturn in the economy could all impact negatively on the schemes within the programme. Programmes could slow or stall as a result of any of these external factors, which would have the affect of the programme not meeting its 2021 agreed targets	CDGD PAG		Keep abreast of political and economic trends. Identify schemes that could deliver housing benefits Review existing housing schemes forecast Lobby key stakeholders to bring forward housing schemes Working relationship with Homes England Have a balanced portfolio, introducing a number of smaller schemes	Jacqui Casey	Regular reviews are undertaken at CDGD PAG. Outcomes dashboard is produced to highlight any potential areas of concern at an early stage. Open call and subsequent pipeline prioritised on shovel ready schemes capable of delivering housing and/or jobs within LGF timescale. Action to add, on survey of Housing Approvals.
CDGD 18	LGF Funding	As a result of assigned schemes delivery timescales slipping, there is a possibility that the CDGD planned investment will not be achieved by March 2021, which would have the affect of the LEP failing to deliver its agreed Growth Deal objectives, leading to reputational impact and jeopardising future investment	CDGD PAG		Quarterly grant spend profiling in place for all CDGD projects. Early identification of current pipeline projects to alternatively fund from grant slippage	Simon Ablewhite	Quarterly spend reporting to the Audit & Finance Group and the LEP Executive Board to highlight potential scheme/project slippage risks against the current CDGD Delivery Programme Open call prioritised on shovel ready schemes capable of delivering housing (and/or jobs) within LGF timescale. Resulting in four additional schemes being brought into the growth deal programme, total £2.9m investment. Reallocation of ROF Featherstone money (£1.46m) prioritised another 2 additional shovel-ready schemes; these were approved by Executive Board and funding agreements are being drafted
CDGD 21	Programme/ Reputation	Based on current outputs estimates, there is a risk that the SSLEP may not achieve its housing output targets of 1000 houses by March 2021. This could result in reputational damage and could impact on future funding allocation from central government.	CDGD PAG		An Outputs report/position statement and recommendations has been taken to PAG 27/08/19, and is subsequently to be taken to Executive Board. (Review pipeline, open call).	SA/SP	Paper taken to Board on 19/10/2019. Board requested that Notice letters are to be sent to lagging schemes, giving deadlines for position statements/progress reports to be brought to Board (Oct/Nov 2019). These have been sent out.
CDGD 22	Programme/ Reputation	There is a risk that 4 schemes (2 of which are very large) in the current programme may not spend their grant allocation by the deadline of March 2021. This could severely impact on the LEP's ability to spend the LGF grant and to attain the required outputs.	CDGD PAG		An Outputs report/position statement and recommendations has been taken to PAG 27/08/19, and is subsequently to be taken to Executive Board on 19/09/19. (Review pipeline, open call).	SA/SP	- Churnet Works has now withdrawn (21/08/19). - CCAP - Notice letter sent 27/09/19 asking them to bring a report to Board 17/10/2019. Response letter received from SoTCC, on agenda for 17/10/19 - Awaiting remainder of information to allow appraisal of CELR business case. Notice letter sent 27/09/19 - report to be brought to Board in Nov 2019. - Executive Board has agreed that the Etruria Business Case will be reviewed in November - Notice letter sent 30/09/2019.
GPF	Programme delivery	Liquidation of Pochin as builders appointed for Hilton Garden hotel development part funded via GPF grant means project remains dormant / not completed	GPF Steering Group		Legal maintaining dialogue with Stoke City Council and their legal representation.	GPF	Legal ensuring mitigation measures in place. Letter re Revised Funding Conditions was brought to Executive Board 17/10/19; currently awaiting result of subsequent electronic decision

