



**Cheshire and Warrington Local Enterprise Partnership
Performance and Investment Committee**

Wednesday 14th August 1.30-3.30

Wyvern House

Attending: Ged Barlow, John Downes, Paul Goodwin, Alex Thompson,
Stewart Brown, Chloe Taylor, Peter Skates,
Tim Smith, Ian Brooks, Rachel Brosnahan

Apologies: Chris Hindley, Lisa Harris

AGENDA

Agenda Item		Lead	Timings
1	Welcome, introductions and apologies	Chair	2 mins
2	Conflicts of Interest	Chair	5 mins
3	(i) Minutes from the meeting of 17 th July 2019	Chair	5 mins
	(ii) Actions Arising	Chair	5 mins
4	Ellesmere Port One Public Estate update	PC	15 mins
5	Governance Delivery Plan update	IB	10 mins
6	A51 Tarvin Road	RB	10 mins
7	LGF Quarterly return	RB	10 mins
8	Corporate and Programme Risk	RB	10 mins
9	Profiled spend	RB	10 mins
10	Meetings dates	RB	5 mins
12	AOB	All	5 Mins
Dates of next meetings, time 1.30 pm and Venue Wyvern House, unless otherwise specified:			
18 th September 2019	Sustainable Travel Projects Skills Funding Applications Energy Fund Applications Delivery Plan – marketing update		
16 th October 2019	Full review of risk registers Delivery Plan – Skills update Crewe High Speed Ready Heart update		
20 th November 2019	Omega Local Highways Scheme Phase 1 Final Approval Delivery Plan – Growth Hub update		
18 th December 2019	WBC sustainable Travel Projects Delivery Plan – Strategy update		



**Minutes of the Cheshire and Warrington Local Enterprise Partnership
Performance and Investment Committee Meeting
held on 17th July at 1.30**

In attendance: Chris Hindley (standing in for Ged Barlow as Chair), Lisa Harris, John Downes, Peter Skates, Ian Brooks, Rachel Brosnahan.

Apologies: Stewart Brown, Ged Barlow, Paul Goodwin

In attendance: Presentations on Omega Local Highways Scheme by: Alan Dickin (WBC)

Item No.	Item	To be Actioned by	By When
1.	Welcome, Introductions and Apologies Peter Skates, CEC Director of Growth and Enterprise welcomed. Peter will now represent CEC on the committee		
2	Conflicts of Interest CH asked for any conflicts to be declared. LH declared an interest in the Ellesmere Port One Public Estate project and Sutton Way Boulevard scheme.		
4	Minutes from the last meeting were agreed Actions: RB as requested provided a plan b for the energy fund: the fund has been heavily promoted with significant interest already shown. If the quality of bids is such that all the funding can't be allocated another call can be run in due course and/or the funding can be transferred to other projects within the LGF programme. RB provided an update on Quadrant : 1. Final approval not yet given - drafting legals on the borrowings facility 2. Requirement to incentivise Patrizia into letting units is being drafted into the legal agreement. 3. No reports on electricity infrastructure. Will be done if they want to draw down the electricity infrastructure monies. It will be built into the legal agreement as a condition precedent RB provided an update on the Mary Ney actions and Assurance Framework actions. Membership of the committee to be reviewed as part of the wider refresh of the board and committees.		
5	Presentation on Warrington West Transport Improvements Alan Dickin gave a presentation outlining all the interventions in West Warrington which total £50m.		

	<p>Omega local highways phase 1b has had a business case written and appraised which shows a BCR of 2.44 on the worse case of the land not being developed out. Omega Local Highways scheme phase 2b costing £1.27m has been approved by DFT.</p> <p>Warrington West Station walking and cycling ewas originally included as part of the approved Warrington West Station scheme but was dropped due to cost overruns.</p> <p>Committee agreed that an offer letter could be issued to Warrington Borough Council to cover all the Warrington West schemes replacing the offer letters already issued. This would help the LEP to achieve the necessary spend for 19/20 without increasing the grant amounts.</p> <p>The projects agreed to be included are:</p> <p>Warrington West Station plus cycleway scheme Omega to Burtonwood sustainable transport scheme Omega Local Highways scheme phase 1b and 2b Total LGF to be granted £11.33m towards £28.969m total costs</p> <p>The outputs for Phase 2b to be captured.</p> <p>Amount spent on sustainable transport queried – AD said it was about 50% of all the transport work done.</p> <p>Offer letter to be issued including phase 2b outputs</p>	RB	End of August
	<p>Sutton Way Boulevard Scheme</p> <p>RB presented the paper on the scheme which is one of the eight sustainable travel schemes in the programme.</p> <p>The committee agreed that a LGF grant of £640k is awarded to the scheme.</p> <p>RB to issue an offer letter</p>	RB	End of August
	<p>Ellesmere One Public Estate</p> <p>RB presented the paper. The project had progressed significantly, planning permission for the new build had been submitted and a decision is expected in September. Vinci construction have been appointed as the main contractors.</p> <p>It was felt that to make the business case more easy to understand it would benefit from an executive summary setting out exactly what the project is, why the project is needed and the benefits of the scheme.</p> <p>The committee requested that the housing sites were names and that the private sector leverage associated with the housing was contracted as an output.</p>		

	<p>Final approval was deferred until the next meeting, so that Philip Cox and Ged Barlow could attend and so that all members of the committee were privy to the same information about the project.</p> <p>RB to request PC attendance at next meeting and request changes to the Business Plan.</p>	RB	End of July
7	<p>Programme Manager update</p> <p>RB ran through the programme manager update highlighting key issues which included,</p> <p>Crewe High Speed Ready Heart – the project has reprofiled again. Looking at ways to achieve spend which include moving some of the LGF from this project to Congleton Link Road which is on site and within the wider LGF programme. PS now managing project and looking to get the developer agreement signed and drive forward the project.</p> <p>Committee agreed that funding could be transferred to Congleton Link Road.</p> <p>RB to issue offer letter</p> <p>Warrington East Highways scheme performing really well and on time and budget.</p> <p>Tarvin Road to be considered for final approval at next meeting following council decision to fund additional costs.</p> <p>Energy fund - lots of enquiries so hoping for a decent response. Applications due 16th August.</p> <p>Skills Fund – applications split into three categories. First tranche of applications expected at the end of the month. As the funding is for capital equipment it is expected that spend will be achieved quite quickly on these projects.</p>	RB	End of August
8	<p>Risk Registers</p> <p>The risk registers were reviewed. CH requested that the direction of travel was added. The full risk registers to be presented at the next meeting.</p>	RB	14 th August
9	<p>Delivery Plan monitoring</p> <p>Progress against the delivery plan actions was reviewed.</p> <p>An update on the marketing actions was requested for the next meeting to be given by Adrian Ball and Catherine Walker.</p>	RB	14 th August
10	AOB		

ELLESMERE PORT ONE PUBLIC ESTATE

EXECUTIVE SUMMARY

What is the project?

The Ellesmere Port One Public Estate project will deliver a new, fully accessible and digitally connected bus station welcoming visitors to Ellesmere Port town centre, a shared Public Sector Hub building providing a single point of access to a range of integrated public services on the site of the existing bus station and the release of key town centre sites for residential redevelopment, including the existing Civic Way office building.

Why is it needed?

Since 2010, Cheshire West and Chester Council has worked in partnership with others to encourage the physical and economic transformation of Ellesmere Port town centre and secure the future of the town as an attractive retail, service, leisure and residential location.

As a result, Ellesmere Port has enjoyed significant levels of investment in recent years which has helped deliver a step change in the quality of the built environment locally. However, whilst good progress has been made, further targeted action is needed to transform local perceptions of the town centre, improve the retail offer, increase footfall and local spend, encourage 'dwell time', create a night-time economy and enhance the visual attractiveness of the town centre through public realm and other environmental improvements which reflect and enrich the level of investment made to date.

A new Ellesmere Port Town Centre Masterplan approved by the Council's Cabinet in February 2019 sets out a 15 year framework to inform future investment in the town linked to these objectives and is the result of extensive consultation with local residents, retailers, businesses and partner organisations. The new bus station and Public Sector Hub and the release of the Civic Way office site for redevelopment are the first delivery projects towards the achievement of this vision.

What will it achieve?

The project will:

- i) provide a focal point for access to a range of standalone and integrated public services including employment, skills and learning; welfare and benefits support; advice and information; community safety and prevention; health and wellbeing; and housing support;
- ii) improve service delivery and the customer experience through multi-agency service redesign and transformation;
- iii) improve the efficiency of public buildings and deliver value for money in the longer term through the reduction in the number of buildings and the inclusion of energy efficient solutions in the design of new ones including air source heat pumps and roof mounted photovoltaic panels;
- iv) encourage more people into the Port Arcades shopping centre to support local retailers and businesses;

- v) enhance connectivity across and into the town centre for drivers, bus users, pedestrians and cyclists;
- vi) deliver environmental improvements through the design of the building and associated public realm;
- vii) release surplus assets for redevelopment; and
- viii) act as a catalyst for the continued regeneration and private sector investment in Ellesmere Port town centre and wider area.

What will it deliver?

The direct deliverable outputs of the project will be:

- Commercial Floor Space created 4,582 m²
- Ongoing Direct Employment protected in EP 50 FTE
- Indirect Employment Created 153 FTE person years (during construction)
- Additional Housing Units 600 units in Ellesmere Port
- Business Rates/Council Tax generated

Other indirect benefits include:

- Social Value delivered through construction partner (apprenticeships, training, community projects, etc.)
- Enhanced public service delivery through integration
- Improved effectiveness of approaches to addressing unemployment
- Increased footfall through Port Arcades to support local retail
- Enhanced green transport links (cycleway) and highways infrastructure

How will it be delivered?

All elements of the project will be delivered by VINCI Construction Ltd, the Design and Build Contractor procured by the Council through an OJEU compliant process. The procurement strategy for this project and subsequent outcome of the exercise delivers a commercial deal that is acceptable to the Council, demonstrates value for money and achieves the overarching project objectives and milestones.

As owners of the new building, the Council will have responsibility for managing the Hub and providing leases and licences for the occupation of various parties. The Council currently has an outsourced Facilities Management contract which will be used to maintain the building with a service charge agreed with each tenant.

The redevelopment of the Civic Way site following demolition of the office accommodation, and other surplus sites which become available on Coronation Road, will be delivered as stand-alone but inter-connected projects within a wider programme of works informed by the Masterplan for the town centre. This will continue to ensure that the maximum regeneration value is achieved at minimal cost to the public purse.

How will it be funded?

The project incorporating the creation of the new bus station, construction of the Public Sector Hub and demolition of the Civic Way office is forecast to cost £17.4m.

This will be funded through a capital contribution from Cheshire West and Cheshire Council (£9m) and a Local Growth Fund contribution approved by the Cheshire and Warrington Local Enterprise Partnership (£8.4m).

The Council will own the new building with partner organisations taking occupancy as tenants of the Council on varying tenure terms.

The redevelopment of the surplus sites is expected to be delivered through private sector investment.

When will it happen?

The following table highlights the key milestones for the scheme from July 2019 in order to achieve completion of the project by 2021 and deliver the wider regeneration objectives.

KEY MILESTONES		
TASK	START	FINISH
New-Build Hub - Planning Submission		Jun-19
New-Build Hub - Planning Determination		Sep-19
New Bus Station - Construction	Oct-19	Nov-19
New-Build Hub - Mobilisation	Nov-19	Dec-19
New-Build Hub - Construction	Dec-19	Jul-21
Occupancy	Jul-21	
Demolition of Civic Way offices	tbc	tbc

Details of Housing sites in Ellesmere Port

Pipeline	
Rossfield Park Phase 5	260
Royal British Legion Site	72
To Be Released	
Coronation Road Sites	110
Civic Way (Council Office)	137
Former Van Leer site	179
Knot Hotel Redevelopment	25
Civic Way (Phase 2)	48
Potential Further Release (Speculative)	
Wellington Road Car Park	34
Cromwell Road (Pallet Factory)	102
Masterplan Sites	
B & M Site, Port Arcades	24
Total Pipeline and Sites Pending Release	991



Cheshire & Warrington Local Enterprise Partnership Performance and Investment Committee

Title: A51 Tarvin Road

Agenda item: 6

Prepared by: Rachel Brosnahan

Date of Meeting: 14th August 2019

1. Executive Summary

The Tarvin Road scheme seeks to address transport problems between the M53/A55/A51 junction and the Tarvin roundabout, which is prone to congestion and travel delay, through a series of highway capacity improvements at key points along the corridor. The project is a priority for Cheshire West and Chester Council (CWAC) and was put forward as part of the LGF round 3 bidding process. The project is expected to improve travel times in and around the area and thereby indirectly support regeneration of the neighbouring areas, such as Chester Northgate. The scheme is also expected to increase air quality through better movement of traffic and reduce the number of accidents on this stretch of road.

The project received conditional approval in March 18. The council have been working on the detailed design and land negotiations since this time. As part of the work on the detailed design it became apparent that the scheme was going to cost £2m more than originally expected. The council's cabinet have now approved the additional funding required to complete the scheme.

The scheme has been modified from that put forward for conditional approval with three elements removed. However, the assessment of the schemes still shows good value for money.

2. Recommendations /Actions / Decisions required:

The Performance and Investment Committee is asked to:

- **Note** the contents of the Full Business Case (FBC) and appraisal;
- **Authorise** the LEP executive to issue a final offer letter for up to £3.663m Local Growth Fund grant or 67.5% of the final project costs, whichever is lower conditional on:
 - the council meeting any increase in costs
 - the outstanding issues in the appraisal are addressed.
- **Approve** 100% funding of any eligible project costs to the end of 19/20 at which time the claims should fall back in line with the adjusted intervention rate, taking into account all the funding claimed to date. (the maximum grant will remain at £3.633m)

3. Background

Currently the stretch of road subject to this application is considered the UK's 5th most congested in terms of average journey waiting time, outside London (DfT traffic counts 2014). The slow traffic is negatively affecting air quality and the stop start traffic has been the cause of many accidents, especially around the junctions.

The scheme came forward for approval in March 18 at a cost of £5.4m and a BCR of 3.1.

The detailed design showed that the scheme would cost significantly more so the council in conjunction with Balfour Beatty have been through a process to value engineer the scheme.

The following elements have now been removed from the scheme

- The removal of the left turn lane at Tarvin Roundabout from the A51 South to the A51 West;
- Removal of the proposed modifications to the westbound approach to the A55 and eastbound merge on the A51 at the A51/ A55 junction; and
- Reduction of proposed lane widths and southern verge width for works to be undertaken at Stamford Bridge.

The remainder of the scheme components were unmodified for the submission.

4. Progress with the scheme

Balfour Beatty was appointed to design and build the scheme. Ecological surveys are almost complete (badger, newts, bats, water voles and otters etc), with permissions now granted for final ecology walkover of land to the north of Stamford Bridge underway. A new badger sett has been constructed, with the old sett being closed-off

The Highways England scheme is progressing to detailed design by CWAC Highways. The Sale of land at Tarvin is nearing completing and further positive land negotiations/discussions with remaining landowners and their agents are taking place. Discussions with HE continue in relation to land transfer and permissions. HE officers are supportive of this request.

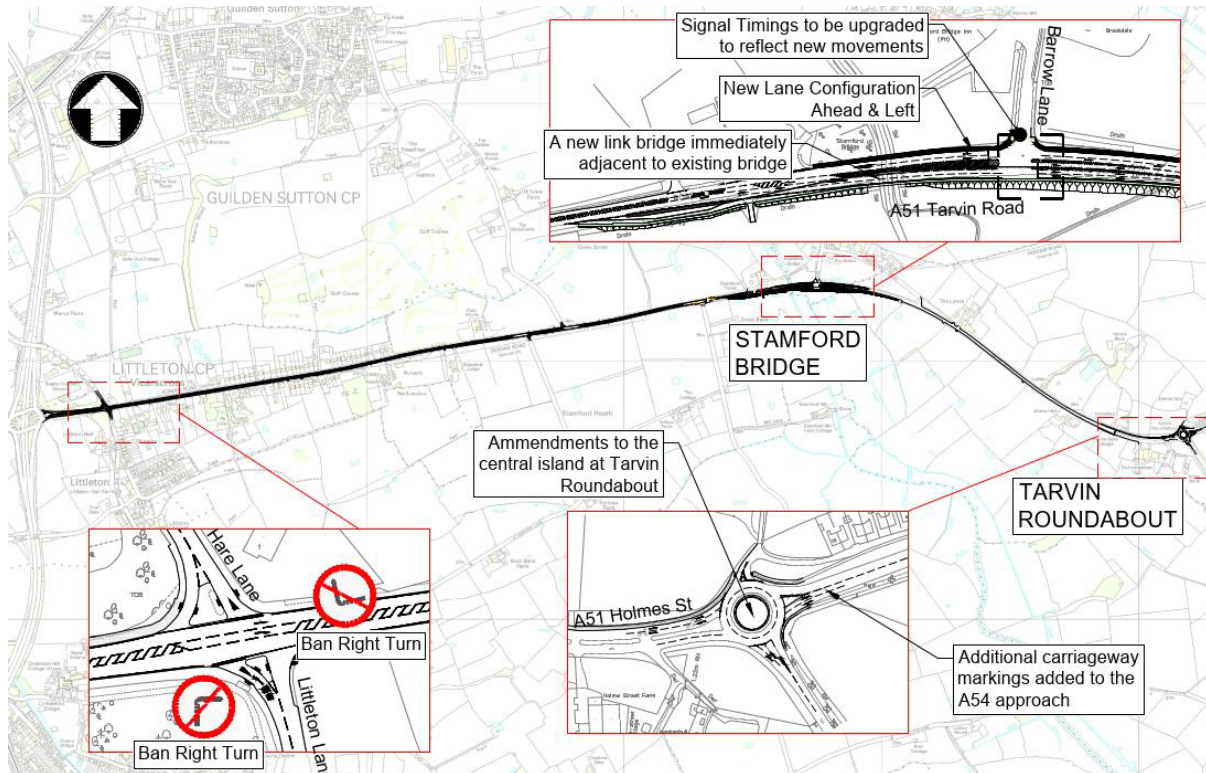
5. Revised Scheme Proposal

The scheme is broken down into five main elements detailed below:

- Additional signage and carriageway markings on the A51 (S) approach to Tarvin Roundabout to encourage use of both lanes to turn left;
- Signal and lane marking changes at Stamford Bridge to provide 2 lanes straight ahead for eastbound traffic;
- Provision of an additional westbound lane at the Stamford Bridge junction through carriageway widening to the south, with a long merge for westbound traffic exiting the junction;

- A new bridge will be constructed immediately adjacent to the existing bridge such that the two bridges are linked giving the appearance of a single structure. A kerbed island will be in place between the two bridges; and
- Removal of some of the existing right turn movements at the Hare Lane/Littleton Lane junction to reduce rear end shunts, additional delay and ‘rat running’.

Scheme components summary



5.1. The main objectives of the scheme are:

- **Economic growth**- To achieve improved accessibility to facilitate economic growth and job creation;
- **Strategic connectivity**- To deliver transport network improvements which deliver enhanced connectivity between Chester and Tarvin, and key regional centres such as Crewe, Northwich, Winsford and Manchester Airport;
- **Local connectivity**- To reduce levels of highway congestion and secure enhanced local connectivity between Chester and Tarvin, current and future local housing sites, employment and mixed-use developments; and
- **Wider social impacts**- To ensure local residents enjoy a good quality of life and that the area between Tarvin and Chester remains an attractive place to live, work and play.

6. Timescales

The key milestones for the project are:

Key Milestones	Timescale
Appointment of preferred developer / contractor	Q2 2018
Planning and other statutory approvals	Q3 2018
Advance works	Jan – Dec 19
Procurement complete	May 2020
Main Work commences	June 2020
Work complete	Q3 2021

7. Financial Summary

The estimated total costs of the works was £5.4m at OBC stage which increased to an estimated £8.57m in the first iteration of the FBC. The council determined they couldn't meet this funding gap and the scheme has been reduced in line with the available budget to £7.03m. The funding is coming from the section 106, the Local Transport Plan and Community Infrastructure Funding. All the funding has now been confirmed as secured.

The funding breakdown is summarised below:

Funder	Amount (£m)
LGF	3.663
Local Transport Plan	2.966
Section 106	0.40
Total	7.029

8. Value for Money

The BCR for the scheme has reduced from 3.1 to 2.3. The DfT consider anything above 2 as high value for money.

9. Outputs

In terms of outputs which the LEP can report on this scheme isn't able to offer much as there are no employment sites nearby and although there is planned housing in the near vicinity it can't be attributed to the scheme.

The outputs associated with the scheme are reduced travel times, reduced accidents and reduced greenhouse gasses.

The outputs which can be recorded and reported by the LEP are:

Public Match Funding	£2.966m
Private Match Funding	£0.40m

10. Risks and Issues

There is still some land required for the scheme which could delay the scheme if it can't be acquired by negotiation, but the CPO has been approved by the council.

At present the scheme is showing as completing in Q4 20/21. We would need to ensure that the LGF is fully spent by this time to prevent any funding being lost to the scheme.

The costs for the scheme haven't yet been finalised so there is a risks the costs could still go up. The council should be asked to underwrite any increase in costs rather than the scheme be reduced further.

11. Independent Appraisal

An independent appraisal has been completed by Aecom and given the business case a score of "Requirements substantially met". The outstanding issues are detailed below, none of which are considered fundamental to the successful delivery of the scheme.

		Comment
Strategic Case		Requirements Fully met Parcels of land still required but negotiations are still progressing.
Economic Case		Requirements substantially met The Distributional Impacts Appraisal (DIA) could be more robust, including assessments of noise, air quality and accidents. The additional maintenance costs were not included in the economic appraisal – this is not considered to be a major issue given that the costs are relatively low.
Financial Case		Requirements substantially met The current cost does not represent the final target cost (as would normally be expected at the FBC stage) – the detailed design process is still be completed and CWaC proposes that value engineering work will be undertaken as part of this.
Commercial Case		Requirements fully met The Commercial Case identifies that CWAC has chosen to deliver the scheme through the

		<p>SCAPE Civil Engineering & Infrastructure Construction Framework for construction. Balfour Beatty will be the scheme contractors with continued consultancy support from Mott MacDonald who will assist with detailed designs.</p>
<p>Management Case</p>		<p>Requirements substantially met There are a number of outstanding issues, which would normally be expected to have been resolved by the FBC stage. This includes: A number statutory powers and consents are still required, including land acquisition, Traffic Regulation Orders (TROs) and environmental permits. Public consultation has not been undertaken to date, but is due to take place from May 2019. It would also have been beneficial for the Stakeholder and Communications Plan to include strategies for communication and engagement during the construction period.</p>

12. Appendices

Outline business case
 Aecom Appraisal

Growth Deal Dashboard

LEP Name Cheshire and Warrington LEP

This Quarter: Q1_1920

Deliverables Progress



Housing	This Quarter	15-17	Financial Year						Total
			17-18	18-19	19-20	20-21	21-25		
Houses Completed	0	0	2,217	450	0	0	-	-	2,667
Forecast for year	0	-	0	0	520	10,329	-	-	10,849
Progress towards forecast	-	-	-	-	0%	-	-	-	25%
Jobs									
Jobs Created	7	6	4	7,968	7	0	-	-	7,985
Apprenticeships Created*	0	0	0	0	0	0	-	-	0
Jobs including Apprenticeships	7	6	4	7,968	7	0	-	-	7,985
Forecast for year	0	6	4	76	0	1,150	5,913	-	7,145
Progress towards forecast	-	-	-	10484%	-	0%	0%	-	112%
* Apprenticeships included within jobs totals prior to 2017									
Skills									
Area of new or improved floorspace (m2)	0	0	0	5,432	0	0	-	-	5,432
Forecast for year	0	-	0	5,532	0	0	0	-	5,532
Progress towards forecast	-	-	-	98%	-	-	-	-	98%
Transport									
Number of New Learners Assisted	0	0	0	0	0	0	-	-	0
Forecast for year	14	-	0	104	14	26	0	-	144
Progress towards forecast	0%	-	-	0%	0%	0%	-	-	0%
Length of Road Resurfaced	0.0	0.0	0.0	2,920.0	0.0	0.0	-	-	2,920.0
Length of Newly Built Road	0.0	0.0	0.0	1,081.0	0.0	0.0	-	-	1,081.0
Length New Cycle Ways	0.0	0.0	0.0	0.0	0.0	0.0	-	-	0.0

Project RAG Ratings

Project Name	Previous Quarter Q4_1819	This Quarter Q1_1920	Project Name	Previous Quarter Q4_1819	This Quarter Q1_1920
Atlantic Gateway - Chester Central	A	AG	Station View Canal Towpath PP	-	-
Atlantic Gateway - Birchwood Pinchpoint	G	G	Sutton Way Boulevard, Ellesmere Port PP	G	G
Science Corridor - GM&C Investment Fund	A	A	Congleton Link Road	-	G
Reaseheath Agri Tech Centre	G	G		-	-
Reaseheath Learning Hub & Accom	G	G		-	-
Reaseheath Employer Focused Hub	G	G		-	-
Reaseheath Sports Science and Performance Ac	G	G		-	-
Science Corridor - Thornton Science Park - Cen	AG	AG		-	-
Atlantic Gateway - M62 J8 Junction Improvement	G	G		-	-
Atlantic Gateway - Warrington Waterfront (Centr	G	AG		-	-
Atlantic Gateway - Warrington West Station	AG	AG		-	-
Atlantic Gateway - Ellesmere Port Central Develo	AG	AG		-	-
Science Corridor - Poynton Relief Road	AG	A		-	-
Crewe High Growth City - Sydney Road Bridge	AG	G		-	-
Crewe High Growth City - Crewe Green Rounda	G	G		-	-
Crewe High Speed Ready Heart	AR	AR		-	-
Unlocking Winsford Industrial Land	A	A		-	-
Tarvin Road	A	A		-	-
Warrington East Highways Improvements	G	G		-	-
Omega Local Highways Schemes phase 2	AG	AG		-	-
Skills	G	AG		-	-
Energy Innovation	A	A		-	-
Ellesmere Port and Chester Campus Remodellin	G	G		-	-
Chef's Whites Academy (PP)	AG	AG		-	-
Omega to Brutnwood Path (PP)	AG	AG		-	-
Chester Road PP	G	G		-	-
TPT Upgrade PP	G	G		-	-
Wilmslow Strategic Cycle and Walking route PP	G	G		-	-
Northwest Crewe Cycling and Walking Link PP	AG	AG		-	-
A5117 Cycle Route, Ellesmere Port PP	G	G		-	-

Growth Deal Performance

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Area lead comments

Financial Progress

LGF Allocation	2015-16 £14,520,000	2016-17 £45,787,235	17-18 £18,269,116	18-19 £16,015,902	19-20 £8,234,770	20-21 £24,905,206	Total £127,732,228
LGF Outturn							
This Quarter							
Actual	£ 2,372,606		£ 41,241,628	£ 18,361,873	£ 18,996,307	£ 2,372,606	£ 80,972,414
Forecast for year	£ 28,861,771		£ 41,241,628	£ -	£ 23,200,963	£ 28,861,771	£ 114,317,497
Progress towards forecast	8%		-	-	82%	8%	71%
LGF Expenditure							
This Quarter							
Actual	£ 2,372,606		£ 41,241,628	£ 19,911,447	£ 18,996,307	£ 2,372,606	£ 82,521,987
Forecast for year	£ 5,000,000		£ 41,241,628	£ -	£ 23,200,963	£ 28,861,771	£ 114,317,497
Progress towards forecast	47%		-	-	82%	8%	72%
Non-LGF Expenditure							
This Quarter							
Actual	£ 21,773,645		£ 23,860,657	£ 28,494,071	£ 29,143,534	£ 21,773,645	£ 103,271,908
Forecast for year	£ 65,628,478		£ 23,860,657	£ -	£ -	£ 67,513,288	£ 157,002,423
Progress towards forecast	33%		-	-	-	33%	66%
Total LGF + non-LGF Expenditure							
This Quarter							
Actual	£ 24,146,251		£ 65,102,285	£ 48,405,518	£ 48,139,841	£ 24,146,251	£ 185,793,895
Forecast for year	£ 70,628,478		£ 65,102,285	£ -	£ 23,200,963	£ 94,490,249	£ 271,319,920
Progress towards forecast	34%		-	-	+207%	+26%	68%

Contractual Commitments (manual entry)

	15-17	17-18	18-19	19-20	20-21	Total
Forecast			£ -	£ 13,011,070		£ 13,011,070
Actual	£ 58,615,600	£ 48,541,000	£ 14,483,543	£ 4,940,000		£ 126,580,143
Variance	-	-	-	-62%	-	+873%

Commentary

It has been a busy quarter as projects have started, finished and continue to be developed. Sydney Road Bridge reopened at the end of June, with just some minor works left to finish. Mobilisation started on Centre Park Link and Winsford Industrial Estate. Work continues to progress well on Warrington West Station and Warrington East Highways scheme. There were further delays on some schemes and the impact of these delays have been mitigated by moving LGF money between different LGF approved projects to ensure that we meet the spend profile for the year and spend all the funding carried forward from previous years. These changes mean we expect the q2 claims to total over £10m bringing us in line with profile for the year.

The table above has been amended to reflect only the £139,591,213 that has been directly awarded to the LEP and does not include the retained major schemes which add up to a further £45m. The forecast figure represents those projects not yet contracted.

The outputs achieved this quarter are low but as expected.

Section 151 Officer Approved

Name _____

Signature _____

Date _____

CWLEP Corporate Risk Register

Updated:

12-Aug-19

Last reviewed by: Rachel Brosnahan

RISK REF	Change in residual risk score from last month	CATEGORY	RISK SCENARIO		RISK RESPONSE	UNCONTROLLED RISK RATING			FUTURE CONTROLS / MITIGATION MEASURES	Residual risk rating		
			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
3		legal	Not complying with the General Data Protection regulation	Could lead to legal action against the LEP by not conforming.	REDUCE	4	4	16	Consultants now appointed to assist the LEP to putting systems processes in place to aid GDPR compliance. Ensure GDPR is taken into account when designing /specifying the new CRM system.	4	3	12
2		Financial	Clear policy on entertainment including alcohol is required, without which there may be criticism of expenditure.	Reputational damage to the company and questions over transparency of process and impropriety could be raised.	REDUCE	4	3	12	Clear policy on the purchase of Alcohol and corporate entertainment. Add notes to credit card statements with details of event attended and who was present when there are transactions for hospitality.	4	3	12
28		Staff	Rapid increase in staff and range of responsibilities may lead to a failure in corporate systems which need to keep up with the expansion of the team.	reputational damage. Issues with staff management, morale and retention. Exposes the LEP to legal challenge if robust systems and processes are not in place.	REDUCE	4	3	12	HR support bought in to review systems and processes. Consideration given to ongoing support. Review corporate systems including HR and Finance in line with scale and scope of the LEP.	4	3	12
30	↓	Compliance	Failure to meet BEIS profile and spend all the LGF carried forward by March 20	Loss of funding and reputational damage	REDUCE	4	3	12	Work with local authorities to look at how spend can be maximised and the risk of slippage minimised.	4	3	12
		staff	changing to organisation structure may cause disruption and not meet perceived expectations and expected benefits	Poor morale, staff retention, loss of potential savings, reputational damage of SMT to both boards, loss of enthusiasm.	REDUCE	3	3	9	Change programme board established. Good, regular communications with both LEP and Marketing Cheshire is imperative. Staff to collocate to improve feeling of one body. Operate at a pace to keep everyone engaged.	3	3	9
		Financial	Costs of change programme exceed budget leaving little or no funding to deliver proposed changes	Poor morale, reputational damage.	REDUCE	3	3	9	need to secured adequate to deliver change programme	3	3	9
5		Staff	Loss of key staff	Causes continuity issues, loss of knowledge and reduction in delivery capability while new staff recruited and get up to speed. Unable to carry out key tasks. E.g. counter sign payments and contracts.	REDUCE	4	3	12	Have adequate approved delegation limits and signatories. Make sure staff don't operate in a vacuum and that key tasks are understood by at least one other member of staff. E.g. how to use payment systems. Look at developing formal programme to ensure we have ability to cope in short term with loss of member of staff. review and update BCP annually.	3	3	9
6		Stakeholder related	Key stakeholders become disengaged	Loss of relationships and potential influence and support for the LEP activities	REDUCE	4	3	12	Review and update stakeholder and comms management plan. Communications committee now established (Marketing Cheshire Board)	3	3	9
7		Staff	Loss of core funding/ Uncertainty about funding from year to year impacts on staff retention.	Staff don't feel secure in their jobs which could lead to a higher than expected staff turnover, loss of expertise and increase in recruitment costs	REDUCE	4	3	12	Build up EZ reserves to give provide appropriate reserves to deal with fluctuations in rates as a result of the changes in the economy. Staff should be aware of the confidence that ministers are putting in LEPs.	3	3	9
8		reputational	Not delivering programme level outputs	Reputational damage and impact of future awards of funding. Clawback/repayment of grants	REDUCE	4	3	12	Ongoing monitoring and early identification of any slippage. Consider how projects are contracted robustly. Look to maximise outputs and outcomes on all projects and that all projects have a minimum BCR of 2.	3	3	9
10	New	reputational	To maintain compliance with the AF time and money needs to be spent on the website.	Failure to do so, risk non compliance and damage to reputation	REDUCE	4	3	12	New website being worked on and should be ready by end of q2	3	3	9

CWLEP Corporate Risk Register

Updated:

12-Aug-19

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RISK REF	Change in residual risk score from last month	CATEGORY	RISK SCENARIO		RISK RESPONSE	UNCONTROLLED RISK RATING			FUTURE CONTROLS / MITIGATION MEASURES	Residual risk rating		
			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
4		Compliance	Consultants or sub-contractors not managing/protecting LEP information appropriately and or inline with GDPR.	Could leave the LEP open to legal challenge	REDUCE	4	3	12	review who we have contracts with and make sure they have signed up to T&Cs to manage information appropriately. Issue T&Cs to all new consultants and contractors and make sure they cover the protection of information.	4	2	8
14		Legal	Confidential information is leaked as the office can't be locked and or confidential conversations are overheard. Staff should be mindful of staff on secondment as they have other interests to serve.	Damage to the reputation of the LEP and could lead to legal claims	REDUCE	4	3	12	Operate a clear desk policy and lock files away. Make sure staff use the confidential waste bin and have confidential conversations in the meeting rooms.	4	2	8
15	→	Legal	Standard contracts used for projects don't provide the LEP with the necessary legal protection	Expose the LEP to legal challenge and prevent effective management and protection of the funds awarded	transfer	4	3	12	Appoint a legal firm that understands the public sector/private to review standard contracts to ensure they meet required standard	4	2	8
17		Legal	Funding awarded considered state-aid	Fine, loss of funding, reputational damage	transfer	4	3	12	Make sure relevant staff understand principles of state-aid and where state-aid is likely to be an issue the appropriate steps are taken to ensure compliance e.g. notify scheme, operate under de-minimus etc. Require all projects to confirm the state aid position and include in internal documents and require P&I to confirm funding is state aid compliant	4	2	8
18		Compliance	LEP doesn't conform with all the recommendations of the Mary Ney report	reputational damage. Puts funding at risk and credibility with stakeholders.		4	3	12	Ensure there is capacity within the team and budget to deliver the recommendations	4	2	8
20		Compliance	Actioning some of the Mary Ney report recommendations may highlight areas of weakness or vulnerability. E.g. having to provide a list of all contracts let may raise questions about how those contracts were let. Also recommendations put extra burden on staff so need to ensure adequate capacity	Reputational damage to the company and questions over transparency of process and impropriety could be raised.	REDUCE	4	3	12	Review systems and processes and offer training as required.	4	2	8
70		Financial	Criticism of use of additional LEP funding (Eg EZ receipts) or expectations raised unrealistically about the amount of funding available.	stakeholders become disengaged and or frustrated. Schemes fail to go ahead	REDUCE	4	3	12	Ensure that commitments are in line with the SEP and Emerging LIS and that adequate cashflow is confirmed before announcing funding availability.	4	2	8
		Financial	High degree of volatility with regard to EZ income due to forecast accuracy, potential VOA revaluations, failure to exceed baseline on EZ sites means no income would be due.	Unable to support business cases, meet expectations, hampering ability to generate more income by not investing in sites, not able to services loans.	REDUCE	4	4	16	Meet with business rate function staff to improve forecast accuracy and determine contingencies. Establish a reserve within EZ funds. Manage expectations about availability of finance and reduce investment programme accordingly if need be.	4	3	12
			Funding awarded for IOT not delivered in line with objectives	Reputational damage, loss of credibility	REDUCE	4	3	12				
71		Compliance	Need to maintain same standard as last LEP review	LEP rating will go down causing reputational damage and confidence in the LEP.	REDUCE	4	3	12	Extra staff employed this year will provide greater capacity and strengthen governance and delivery.	4	2	8

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			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
	New	Operational	Failure to deliver actions set out in the delivery plan	reputational damage	REDUCE	4	3	12	Develop a system to regularly monitor delivery of the actions set out in the delivery plan. Add to the P&I TORs	4	2	8
73		Operational	Lack of project pipeline could mean that the LEP is unable to quickly respond to new funding opportunities. It was noted that some LEPs in the recent review were praised for their project development and pipeline. Could be criticised for a weakness in this area.	Lost funding opportunities.	REDUCE	4	3	12	The LEP board has approved funding for development of business cases. Work is ongoing	4	2	8
13	→	reputational	Criticism of return on MIPIM expenditure	Reputational damage to the LEP. Reluctance of board to support future trips which could limit the prospects of promoting Cheshire and Warrington at such a prestigious event.	REDUCE	2	5	10	Ensure that details of leads are documented and that any coverage is quantified. Care is taken to manage costs. Work with partners to try and quantify amount of business which was done/ resulted from MIPIM.	2	4	8
21		reputational	Social media posts by staff cause embarrassment/reputational to the LEP	reputational damage to the LEP and potential need for disciplinary action.	REDUCE	3	3	9	Provide staff training on social media and have a policy in place to cover what it is acceptable to talk about when representing the LEP. E.g. no political views should be expressed.	4	2	8
19		Compliance	CWLEP is chosen for a deep dive audit which uncovers issues we weren't aware of.	reputational damage		4	2	8	LEP has had deep dive audit which didn't reveal any issues. Future deeps dives do still carry some risk but less so if the LEP continues to maintain the same standards.	4	2	8
23		Compliance	Accusation of bribery or corruption	Reputational damage, loss of funding, increase in insurance costs	REDUCE	4	2	8	Ensure gifts and hospitality policy is understood by all staff and register is updated. Register of interest should be reviewed and updated by all staff and board members every 6 months. Procurement process improved to provide better level of transparency	4	2	8
24		Operational	Loss of data	Could lead to issues with funders, reputational damage and audit issues	REDUCE	4	2	8	Ensure all data is backed up daily offsite by a reputable provider who will have copies kept on separate servers. (should form part of BCP). Make sure staff are saving data to shared drives and not local drives.	4	2	8
25		Staff	lack of capacity within the team and appropriate skills constrains ability to deliver	delays or inability to deliver programmes to the required levels	REDUCE	4	2	8	Buy in extra resource. Consider use of consultants and or secondees as appropriate. Make sure existing team feels able to ask for extra capacity if they require it.	4	2	8
26		Staff	High turnover of staff/new staff leads to continuity issues	Causes continuity issues, loss of knowledge and reduction in delivery capability while new staff and employed and get up to speed. Unable to carry out key tasks. E.g. counter sign payments and contracts.	REDUCE	4	2	8	Have adequate approved delegation limits and signatories. Make sure staff don't operate in a vacuum and that key tasks are understood by at least one other member of staff. E.g. how to use the claims system.	4	2	8
27		Reputational	Approval Process for award of grant funding is criticised	Reputational damage and potential loss of funding	REDUCE	4	2	8	Clear separation of duties. All projects have to go to at least two committees for approval. Should look at processes for who signs offer letters and then subsequent claims. Perhaps better to have separate people.	4	2	8
1	→	Political	Current political landscape and lack of clear support for LEPs from opposition creates risks to delivery of economic development projects in Cheshire and Warrington. May take significant time to transfer delivery to another body.	LEP potentially would have to be wound up and delivery of the Growth Hub and projects and realisation of benefits could be delayed.	ACCEPT	5	3	15	Promote the LEP achievements and its effectiveness at delivering regeneration. Files and funding and could be transferred in orderly manner to successor organisation and ensure there are significant reserves to enable this to happen.	2	3	6
31	↗	Financial	Team may increase rapidly over the coming year meaning we need additional office spaces which may not be manageable within Wyvern House	Increased costs, greater HR burden, disruption of moving offices again.	ACCEPT	3	4	12	As part of change programme review of space to look at getting more meeting rooms and hot desking to be considered/implemented if appropriate	3	2	6

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			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
		compliance	There is a need to follow up and evidence the actions taken against the recommendations in the mid-term evaluation report..	criticism from BEIS	REDUCE	3	3	9	Need to put in place action plan with timescales to ensure all recommendations are considered and acted upon as appropriate by the end of the year.	3	2	6
29	→	reputational	High default rates on GPF	The funding is all used within a shorter period than expected and doesn't provide the opportunity to generate a small income stream or make funding available for reinvestment.	REDUCE	3	3	9	Robust appraisal of projects with appropriate security sought.	3	2	6
32		operational	Inadequate oversight of ERDF/ESF funding projects	Projects do not deliver on time, outputs have to be achieved on other projects and programmes, clawback, stakeholder disengagement, reputational damage		3	3	9	minimum of quarterly updates required covering the whole programme and including spent and outputs figures against targets,	3	2	6
35	→	Operational	IT within the office stops working	Staff unable to meaningfully keep working		3	3	9	Laptops provided to key staff so that working offsite is possible and make sure Virtual Private Networks (VPN) are installed on laptops and or home pcs. Look at improving IT infrastructure	3	2	6
36		Reputational	Lack of interest in programmes offered by the LEP	Unable to meet contract investment rates		3	3	9	market programmes if necessary. Proactively develop a pipeline of projects.	3	2	6
37		Staff	Staff illness means core activities such as completing payroll cannot be completed	Staff not paid, project payments not made leading to cashflow issues		3	3	9	ensure that there is resilience built into the systems e.g.. More than one person can set up payments, authorise etc. Make sure we have the correct public liability and professional indemnity insurances.	3	2	6
38		Reputational	Lack of progress with investing GPF causes reputational damage	Could put future awards in jeopardy	REDUCE	3	2	6	Develop a GPF strategy and market the funding appropriately or communicate proposed use of funding and benefits of proposed use.	3	2	6
40		Compliance	criticism that the LEP does not manage risk appropriately.	Reputational damage, especially if something happens which we'd not previously identified as a risk.	REDUCE	3	3	9	Monthly corporate and risk meetings are held. Attendance and input by the relevant team members should be encouraged. Spend more time reviewing risks at P&I. P&I to review all risks in detail to stimulate thinking and consider risks more widely every six months.	3	2	6
41		Financial	Staff suffer from stress due to workload	Ensure regular 121 with staff to provide the opportunity to discuss issues and provide appropriate support	REDUCE	3	3	9	Set objectives with staff which are realistic and achievable. Look at whether due to the expanding workload of the team more resource is needed.	3	2	6
49	New	Staff	new staff do not deliver in line with expectations.	Reputational damage, increased costs while new staff are found. Team stretched during intervening period.	Transfer	3	3	9	Include terms with recruitment consultants that if the chosen candidates do not stay in post for a min of 6 mths they will help to recruit new people at no additional cost. Recruitment consultants to carry out through screening and take up verbal and written references.	3	2	6
34		Economic	Changes to the wider economy mean that high quality viable projects do not come forward and or existing projects and programmes are not delivered to the required level.	Unable to spend grant awards leading to reputational damage		3	2	6	Ensure strong pipeline of projects and a reserve list. Make sure projects and programmes are marketed appropriately.	3	2	6
39		Staff	Mary Ney report recommendations along with the DCLG review due of LEPs increases the administration burden of the LEP	Staff become overstretched and not able to effectively do their job		3	2	6	Review time requirements and look to bring in extra resources if required. NEW FD and commercial manager bought in which will bolster resources.	3	2	6

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			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
42		Operational	Ineffective over bureaucratic process for awarding funding	Impact of funding is reduced, lack of interest in funds, unable to meet spent and output targets		3	2	6	Review processes for awarding grants and loans. Seek feedback from recipients.	3	2	6
43	→	operational	Ineffective communications and marketing strategy	The impact of the LEP not fully understood or appreciated leading to lost opportunities and potentially a reduction in funding		3	2	6	Website to be refreshed. Marketing and comms director employed to provide greater support in this area.	3	2	6
44	→	Political	Political relationships not cultivated	What the LEP can deliver not recognised with associated loss of funding and political support		3	2	6	Continue to develop relationships with key staff within local and national government including those between the LEPs board members. i.e. make sure all LEP staff are working to raise or maintain profile with stakeholders.	3	2	6
45		reputational	Negative publicity in national press	reputational damage		3	2	6	Adhere to the assurance framework and endeavour to ensure that everything the LEP does, is done to the highest standard with appropriate transparency.	3	2	6
48	New	Stakeholder related	Structure and growth of the LEP leads to criticism from partners	core funding put under threat	REDUCE	3	2	6	communicate rationale and benefits of any new appointments	3	2	6
		Stakeholder related	Change in staffing within LEP network and change of LEP chair may mean that that LEP loses influence and visibility at the centre	LEP loses influence	REDUCE	3	2	6	Ensure LEP team and board members are actively engaging with the LEP network and engage with ministers to maintain profile Ensure timely appointment of new chairman to have adequate handover period. Meet with new leaders following elections.	3	2	6
46	↘	Financial	Meeting room costs escalate	Impact on budget	REDUCE	2	2	4	Staff to use the LEP meeting rooms wherever possible and if it becomes an issue see if meetings can be held offsite at partner's offices for free.	3	2	6
50		Staff	Member of staff has an accident while driving while on a work call	Injury to staff, potential claim against LEP and CEO. It is now illegal to make a call to staff on a work mobile if you know they are driving.		5	3	15	Write and circulate policy to staff regarding using the phone whilst driving.	5	1	5
51	→	operational	Incident in office such as flood/fire	Day to day work cannot be completed		5	2	10	Ensure the company has an up to date Business Continuity Plan, with an office identified for core staff to be able to keep working. Make sure office is kept clear of unnecessary clutter and waste especially near fire exits	5	1	5
52		Legal	Confidential HR information is disclosed to/discovered by unauthorised staff.	Could lead to issues with staff including legal claims.	REDUCE	4	3	12	Ensure all confidential HR information is locked away and that local printers are used where necessary so that confidential information isn't sitting in the networked printers. Electronic folders containing confidential information should either be password protected or only accessible to those that need access.	4	1	4
53	→	reputational	Not disposing of confidential waste appropriately	Could lead to legal action against the LEP and adverse publicity.	REDUCE	4	3	12	Confidential waste bin provided in Wyvern House. Remind staff working remotely to dispose of waste appropriately and if necessary bring into the office to put in the confidential waste bin.	4	1	4

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			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
54	→	Financial	Poor cash flow means that Invoices and or/staff are not paid on time.	May cause issues and stress for staff. Reputational damage to the LEP. Unnecessary costs incurred if firms take action to recover unpaid sums.	REDUCE	4	3	12	Increase the number of people that can sign off payments. Work to build up small reserve and look to secure additional funding streams.	4	1	4
55		Compliance	Staff do not follow compliant process when procuring goods or services	Reputational damage to the company and questions over transparency of process and impropriety could be raised.	REDUCE	4	3	12	Carry out audit of good and services procured in last 12 months to understand extent of risk. Agree procurement processes to be followed and offer training to staff. Provide up to date templates for staff to use to make compliance easier.	2	2	4
69		Compliance	revised assurance framework requirements leads to more compliance culture	could affect the way staff work and lead to lack of consideration of issues not covered by the AF as it becomes more of a checklist process	REDUCE	4	2	8	the AF should be treated as one of the element of a process that needs to be followed. Not the whole.	4	1	4
58	→	Compliance	LEP fails to file statutory accounts on time	Damage to credibility, possible fine		3	2	6	Ensure that dates for filing are recorded and the appropriate staff and board members required to sign off the accounts are available in advance.	3	1	3
		Compliance	Failure to deliver the pledge project in line with funders requirements	may lead to clawback of contract and/or fines. Lead to reputational damage, financial costs and credibility	REDUCE	3	4	12	review systems and processes and monitoring system to ensure any issues or discrepancies are identified early and remediation put in place	3	3	9
59	→	Compliance	issue/s raised with LEP audit	Reputational damage, loss of funding		3	2	6	Consider carrying out internal dummy audit. This could have the added benefit of improving existing systems and processes.	3	1	3
60	→	Compliance	Conflicts of interest not disclosed	Reputational damage, loss of funding		3	2	6	Circulate register of interest quarterly and ask for all any conflicts of interest to be declared at the beginning of each meeting.	3	1	3
61	→	Staff	Staff accident in the office	Staff sickness, break in service/ lack of continuity offered to clients		3	2	6	Introduce remote working policy. Regularly review working conditions to make sure workstations are tidy and safe, fire exits remain clear.	3	1	3
62	→	Staff	Staff accident or incident offsite	Injury to staff, potential claim against LEP and adverse publicity		3	2	6	All staff to record where they are going and when they are expected back. If they are likely to be more than an hour later returning to the office, they should phone to let someone know. If meeting a new contact in a remote location, consider the need to take someone else. Could consider Lone Worker Solutions if this risk is considered to be significant. (see Susan Lamplugh Trust)	3	1	3
63	→	Staff	Unable to appoint and retain staff and board members	Unable to perform the functions of the LEP	REDUCE	3	2	6	Put together packages which are competitive and attractive and reflect the uncertainty of LEP funding.	3	1	3
64	↘	staff	Theft of personal belongings from office	Upsetting and unsettling for staff	REDUCE	2	2	4	Staff encouraged to lock belongings away.	3	1	3

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			RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL

		Likelihood				
Impact	1 Rare	2 Unlikely	4 Likely	5 Almost Certain		
5 Severe	5	10	20	25		
4 Major	4	8	16	20		
3 Moderate	3	6	12	15		
2 Minor	2	4	8	10		
1 Negligible	1	2	4	5		

CWLEP Programme Risk Register

To understand, mitigate and manage the risks associated with the delivery of the LEP programmes which contribute to the Growth deal targets of 3,125 additional homes and 12,473 additional jobs over the next 3 years and deliver against the SEP priorities to make Cheshire and Warrington an easy and attractive place for business to invest.

Last reviewed by: RB 12-Aug-19

RISK REF	RISK REF last month March	Change since last report	Programme	CATEGORY	RISK SCENARIO	ASSIGNED TO	RISK RESPONSE	UNCONTROLLED RISK RATING			EXISTING CONTROLS / MITIGATION MEASURES	FUTURE CONTROLS / MITIGATION MEASURES	FUTURE RISK RATING		
15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of Forecast growth targets in the Cheshire and Warrington sub region are not achieved and funding may be lost to the sub-region.	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
				Policy & Strategy	As govt continues to learn from LIS pathfinders, approach is being adjusted and therefore final output is still to be determined	Andy Hulme	REDUCE	4	3	12	Continue to work closely with BEIS to ensure we are sighted as possible as expectations potentially change.		4	2	8
52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	The LEP might be criticised for not having a more stretching ambition, especially around clean growth.	andy hulme	REDUCE	3	3	9	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
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42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
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14	13	↘	All	Stakeholder-related factors	LEP does not have the capacity to deal strategically with employers affected by the Apprenticeship Levy to deliver the skills the Region needs.	Pat Jackson	REDUCE	3	3	9	LEP invited S&GC to present to January 2017 Board meeting on the Levy Toolkit they have developed and are rolling out across CE endorsed by Employer Board, with consideration to roll out across C&W - ASK ROZ	- LEP to replicate piece of work undertaken by S&GC to identify levy paying employers in CWaC and WBC to identify the numbers and scale of levy and sector clusters	3	2	6
23	22	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEI's to develop new model to respond to closure option by MMU	2		6

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15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
				Policy & Strategy	As govt continues to learn from LIS pathfinders, approach is being adjusted and therefore final output is still to be determined	Andy Hulme	REDUCE	4	3	12	Continue to work closely with BEIS to ensure we are sighted as possible as expectations potentially change.		4	2	8
52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	The LEP might be criticised for not having a more stretching ambition, especially around clean growth.	Andy Hulme	REDUCE	3	3	9	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
58	new		Enterprise Zone		Funding of the sub-station project may potentially create a monopoly position.	John Adlen	REDUCE	3	3	9	Going to meet with stakeholder and technical experts to find satisfactory compliant solution. Delaying signing sub-station agreement until suitable advice and position established.		3	2	6
59			Enterprise Zone		Investment projects being delayed or abandoned	John Adlen	REDUCE	3	3	9	Company/personal guarantees required as part of the investment legal agreement. Incremental drawdown of grant against performance.		3	2	6
			Enterprise Zone	Reputation	Criticism of speed of approving business cases.	John Adlen	REDUCE	3	3	9	Delegated authority to the EZ board for up to £2.5m. Endeavour to streamline the approval process. Use of standardised documents and more up-front work with applicants pre-submission. Look to set up a panel for legal and property services to speed up procurement.		2	3	6
9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
27	new		Local Growth Fund (FE Skills)	Contracts & Partnerships	Lack of suitable projects and/or appropriate match funding for the LGF skills programme	Pat Jackson	REDUCE	4	3	12			4	2	8
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23	Page 22 of 87	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEIs to develop new model to respond to closure option by MMU	2		6

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7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of Forecast growth targets in the Cheshire and Warrington sub region are not achieved and funding may be lost to the sub-region.	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team Reputational damage	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government. Ability to secure funding severely hindered, which in turn impacts the LEPs ability to deliver it's strategic priorities. Would impact the ability to secure increased freedoms and flexibilities. Big impact on credibility and reputation of the LEP	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered Credibility amongst partners and stakeholders	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined. Hinders ability to deliver LIS in line with Govt. timescales and puts us to the back of the queue in gaining approval.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
				Policy & Strategy	As govt continues to learn from LIS pathfinders, approach is being adjusted and therefore final output is still to be determined Could lead to delay, increased costs, abortive work, extra staff time. Reputational impact after 30 different engagement events held detailing what LIS can and can't do may change.	Andy Hulme	REDUCE	4	3	12	Continue to work closely with BEIS to ensure we are sighted as possible as expectations potentially change.		4	2	8
52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders Credibility amongst stakeholders. Govt looking for evidence of engagement and therefore wouldn't be able to get sign off without buy-in.	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners credibility amongst partners and stakeholders. More difficult to secure resources to deliver investment programme and priorities.	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	The LEP might be criticised for not having a more stretching ambition, especially around clean growth. Could be perceived as not being bought into the agenda. Worst case could be seen as a blocker	andy hulme	REDUCE	3	3	9	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets. C&W does not have the skilled workforce required to deliver the SEP, address replacement demand in key sectors and meet Government and LEP growth targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme. Loss of retained business rate income, stalled developments, reputational risk to the LEP amongst stakeholders. Unable to realise the full potential of the EZ.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised This would lead to an inability to fund any projects in the short to medium term and in turn would reduce EZ income.	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised. Reduction in retained business rates and delay in investment projects paying back. The VOA value our investment projects lower than projected as part of the business case. We don't capture all the business rate growth in the EZ.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income Less income to investment in developments across the EZ	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth Damage to LEP reputation and credibility both locally and nationally which could impact on consideration for future funding rounds.	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
58	new		Enterprise Zone		Funding of the sub-station project may potentially create a monopoly position. Criticism of the LEP and increased costs to the EZ through increased developer abnormal costs.	John Adlen	REDUCE	3	3	9	Going to meet with stakeholder and technical experts to find satisfactory compliant solution. Delaying signing sub-station agreement until suitable advice and position established.		3	2	6
59			Enterprise Zone		Investment projects being delayed or abandoned Reduction in retained business rates, reduced performance of EZ (i.e. jobs and business outputs).	John Adlen	REDUCE	3	3	9	Company/personal guarantees required as part of the investment legal agreement. Incremental drawdown of grant against performance.		3	2	6
			Enterprise Zone	Reputation	Criticism of speed of approving business cases. reputational damage to the EZ and loss of potential opportunities as they seek elsewhere	John Adlen	REDUCE	3	3	9	Delegated authority to the EZ board for up to £2.5m. Endeavour to streamline the approval process. Use of standardised documents and more up-front work with applicants pre-submission. Look to set up a panel for legal and property services to speed up procurement.		2	3	6
9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays A change in approach to Sub-Regional governance or policy changes could lead to substantial disruptions and/or delays in the projects, putting delivery of the programme at risk. Response and action by the three LAs around setting up a Combined Authority in C&W could affect the LEP's ability to manage and deliver their current programmes including the EZ and so may affect broader Sub-Regional strategies. Development of pipeline projects could be adversely affected due to the uncertainty	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington. The benefits to employers, learners, the colleges and the economy more generally will not be achieved.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
27	new		Local Growth Fund (FE Skills)	Contracts & Partnerships	Lack of suitable projects and/or appropriate match funding for the LGF skills programme Reputational damage, lost opportunity to get colleges and business to work together. Lost funding	Pat Jackson	REDUCE	4	3	12			4	2	8
12	12	→	All	Policy & strategy	Failure to attract and retain sufficient graduates in Cheshire and Warrington and to attract a skilled workforce Employers do not have staff with the skills and education to operate their businesses effectively and the SEP cannot be delivered in full	Pat Jackson	REDUCE	3	4	12	- LEP to explore opportunities to develop internships and work placements and higher degree apprenticeships as part of the new revised skills strategy	- The revised skills strategy and implementation plan will reflect the need for urgent action across Cheshire and Warrington	3	2	6
14	13	↘	All	Stakeholder-related factors	LEP does not have the capacity to deal strategically with employers affected by the Apprenticeship Levy to deliver the skills the Region needs. Reputational risk to LEP and possibility employers won't gear up in time and may lose levy and / or not maximise the benefits e.g. spend on low level business admin type programmes rather than exploring degree level apprenticeships, new trailblazers etc.	Pat Jackson	REDUCE	3	3	9	LEP invited S&GC to present to January 2017 Board meeting on the Levy Toolkit they have developed and are rolling out across CE endorsed by Employer Board, with consideration to roll out across C&W - ASK ROZ	- LEP to replicate piece of work undertaken by S&GC to identify levy paying employers in CWaC and WBC to identify the numbers and scale of levy and sector clusters	3	2	6
23	Page 22 of 37	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe Borough no longer has a HEI offer / presence. Reduction in HL skills which could affect economic growth. Curriculum poorly aligned to local business needs	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEIs to develop new model to respond to closure option by MMU	2		6

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RB

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15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
				Policy & Strategy	As govt continues to learn from LIS pathfinders, approach is being adjusted and therefore final output is still to be determined	Andy Hulme	REDUCE	4	3	12	Continue to work closely with BEIS to ensure we are sighted as possible as expectations potentially change.		4	2	8
52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	The LEP might be criticised for not having a more stretching ambition, especially around clean growth.	andy hulme	REDUCE	3	3	9	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
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9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
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36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
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43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
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9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
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9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
27	new		Local Growth Fund (FE Skills)	Contracts & Partnerships	Lack of suitable projects and/or appropriate match funding for the LGF skills programme	Pat Jackson	REDUCE	4	3	12			4	2	8
12	12	→	All	Policy & strategy	Failure to attract and retain sufficient graduates in Cheshire and Warrington and to attract a skilled workforce	Pat Jackson	REDUCE	3	4	12	- LEP to explore opportunities to develop internships and work placements and higher degree apprenticeships as part of the new revised skills strategy	- The revised skills strategy and implementation plan will reflect the need for urgent action across Cheshire and Warrington	3	2	6
14	13	↘	All	Stakeholder-related factors	LEP does not have the capacity to deal strategically with employers affected by the Apprenticeship Levy to deliver the skills the Region needs.	Pat Jackson	REDUCE	3	3	9	LEP invited S&GC to present to January 2017 Board meeting on the Levy Toolkit they have developed and are rolling out across CE endorsed by Employer Board, with consideration to roll out across C&W - ASK ROZ	- LEP to replicate piece of work undertaken by S&GC to identify levy paying employers in CWaC and WBC to identify the numbers and scale of levy and sector clusters	3	2	6
23	Page 22 of 23 of 27	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEIs to develop new model to respond to closure option by MMU	2		6

CWLEP Programme Risk Register

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Last reviewed by:

RB

12-Aug-19

RISK REF	RISK REF last month March	Change since last report	Programme	CATEGORY	RISK SCENARIO	ASSIGNED TO	RISK RESPONSE	UNCONTROLLED RISK RATING			EXISTING CONTROLS / MITIGATION MEASURES	FUTURE CONTROLS / MITIGATION MEASURES	FUTURE RISK RATING		
15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of Forecast growth targets in the Cheshire and Warrington sub region are not achieved and funding may be lost to the sub-region.	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
				Policy & Strategy	As govt continues to learn from LIS pathfinders, approach is being adjusted and therefore final output is still to be determined	Andy Hulme	REDUCE	4	3	12	Continue to work closely with BEIS to ensure we are sighted as possible as expectations potentially change.		4	2	8
52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	The LEP might be criticised for not having a more stretching ambition, especially around clean growth.	andy hulme	REDUCE	3	3	9	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
58	new		Enterprise Zone		Funding of the sub-station project may potentially create a monopoly position.	John Adlen	REDUCE	3	3	9	Going to meet with stakeholder and technical experts to find satisfactory compliant solution. Delaying signing sub-station agreement until suitable advice and position established.		3	2	6
59			Enterprise Zone		Investment projects being delayed or abandoned	John Adlen	REDUCE	3	3	9	Company/personal guarantees required as part of the investment legal agreement. Incremental drawdown of grant against performance.		3	2	6
			Enterprise Zone	Reputation	Criticism of speed of approving business cases.	John Adlen	REDUCE	3	3	9	Delegated authority to the EZ board for up to £2.5m. Endeavour to streamline the approval process. Use of standardised documents and more up-front work with applicants pre-submission. Look to set up a panel for legal and property services to speed up procurement.		2	3	6
9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes where the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team Reputational damage	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Ability to secure funding severely hindered, which in turn impacts the LEPs ability to deliver its strategic priorities. Would impact the ability to secure increased freedoms and flexibilities. Big impact on credibility and reputation of the LEP Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered Credibility amongst partners and stakeholders	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
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52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders Credibility amongst stakeholders. Govt looking for evidence of engagement and therefore wouldn't be able to get sign off without buy-in.	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners The LEP might be criticised for not having a more stretching ambition, especially around clean growth.	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets. Credibility amongst partners and stakeholders. More difficult to secure resources to deliver investment programme and priorities.	Andy Hulme	REDUCE	4	2	8	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W does not have the skilled workforce required to deliver the SEP, address replacement demand in key sectors and meet Government and LEP growth targets. C&W does not have the skilled workforce required to deliver the SEP, address replacement demand in key sectors and meet Government and LEP growth targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme. Loss of retained business rate income, stalled developments, reputational risk to the LEP amongst stakeholders. Unable to realise the full potential of the EZ.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised This would lead to an inability to fund any projects in the short to medium term and in turn would reduce EZ income.	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised. The VOA value our investment projects lower than projected as part of the business case. We don't capture all the business rate growth in the EZ.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income Less income to investment in developments across the EZ	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth Damage to LEP reputation and credibility both locally and nationally which could impact on consideration for future funding rounds.	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
58	new		Enterprise Zone		Funding of the sub-station project may potentially create a monopoly position. Criticism of the LEP and increased costs to the EZ through increased developer abnormal costs.	John Adlen	REDUCE	3	3	9	Going to meet with stakeholder and technical experts to find satisfactory compliant solution. Delaying signing sub-station agreement until suitable advice and position established.		3	2	6
59			Enterprise Zone		Investment projects being delayed or abandoned Reduction in retained business rates, reduced performance of EZ (i.e. jobs and business outputs).	John Adlen	REDUCE	3	3	9	Company/personal guarantees required as part of the investment legal agreement. Incremental drawdown of grant against performance.		3	2	6
			Enterprise Zone	Reputation	Criticism of speed of approving business cases. reputational damage to the EZ and loss of potential opportunities as they seek elsewhere	John Adlen	REDUCE	3	3	9	Delegated authority to the EZ board for up to £2.5m. Endeavour to streamline the approval process. Use of standardised documents and more up-front work with applicants pre-submission. Look to set up a panel for legal and property services to speed up procurement.		2	3	6
9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays A change in approach to Sub-Regional governance or policy changes could lead to substantial disruptions and/or delays in the projects, putting delivery of the programme at risk. Response and action by the three LAs around setting up a Combined Authority in C&W could affect the LEP's ability to manage and deliver their current programmes including the EZ and so may affect broader Sub-Regional strategies. Development of pipeline projects could be adversely affected due to the uncertainty	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington. The benefits to employers, learners, the colleges and the economy more generally will not be achieved.	Pat Jackson	REDUCE	3	4	12	- The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
27	new		Local Growth Fund (FE Skills)	Contracts & Partnerships	Lack of suitable projects and/or appropriate match funding for the LGF skills programme Reputational damage, lost opportunity to get colleges and business to work together. Lost funding	Pat Jackson	REDUCE	4	3	12			4	2	8
12	12	→	All	Policy & strategy	Failure to attract and retain sufficient graduates in Cheshire and Warrington and to attract a skilled workforce Employers do not have staff with the skills and education to operate their businesses effectively and the SEP cannot be delivered in full	Pat Jackson	REDUCE	3	4	12	- LEP to explore opportunities to develop internships and work placements and higher degree apprenticeships as part of the new revised skills strategy	- The revised skills strategy and implementation plan will reflect the need for urgent action across Cheshire and Warrington	3	2	6
14	13	↘	All	Stakeholder-related factors	LEP does not have the capacity to deal strategically with employers affected by the Apprenticeship Levy to deliver the skills the Region needs. Reputational risk to LEP and possibility employers won't gear up in time and may lose levy and / or not maximise the benefits e.g. spend on low level business admin type programmes rather than exploring degree level apprenticeships, new trailblazers etc.	Pat Jackson	REDUCE	3	3	9	LEP invited S&GC to present to January 2017 Board meeting on the Levy Toolkit they have developed and are rolling out across CE endorsed by Employer Board, with consideration to roll out across C&W - ASK ROZ	- LEP to replicate piece of work undertaken by S&GC to identify levy paying employers in CWaC and WBC to identify the numbers and scale of levy and sector clusters	3	2	6
23	22	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe Borough no longer has a HEI offer / presence. Reduction in HL skills which could affect economic growth. Curriculum poorly aligned to local business needs	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEI's to develop new model to respond to closure option by MMU	2	4	6

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RB

12-Aug-19

RISK REF	RISK REF last month March	Change since last report	Programme	CATEGORY	RISK SCENARIO	ASSIGNED TO	RISK RESPONSE	UNCONTROLLED RISK RATING			EXISTING CONTROLS / MITIGATION MEASURES	FUTURE CONTROLS / MITIGATION MEASURES	FUTURE RISK RATING		
15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
				Policy & Strategy	As govt continues to learn from LIS pathfinders, approach is being adjusted and therefore final output is still to be determined	Andy Hulme	REDUCE	4	3	12	Continue to work closely with BEIS to ensure we are sighted as possible as expectations potentially change.		4	2	8
52	new			Policy & Strategy	Lack of buy in to LIS from stakeholders	Andy Hulme	REDUCE	4	3	12	Extensive engagement programme has been undertaken. Mix of targeted and large scale events. All evidence produced is on the LEP website giving full transparency, providing the opportunity for external challenge.		4	2	8
67	new			Policy & Strategy	Underlying strategies not agreed by partners	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
				Policy & Strategy	The LEP might be criticised for not having a more stretching ambition, especially around clean growth.	Andy Hulme	REDUCE	3	3	9	LIS might help move the agenda along. Might provide a framework for more ambitious thinking.		3	2	6
17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
58	new		Enterprise Zone		Funding of the sub-station project may potentially create a monopoly position.	John Adlen	REDUCE	3	3	9	Going to meet with stakeholder and technical experts to find satisfactory compliant solution. Delaying signing sub-station agreement until suitable advice and position established.		3	2	6
59			Enterprise Zone		Investment projects being delayed or abandoned	John Adlen	REDUCE	3	3	9	Company/personal guarantees required as part of the investment legal agreement. Incremental drawdown of grant against performance.		3	2	6
			Enterprise Zone	Reputation	Criticism of speed of approving business cases.	John Adlen	REDUCE	3	3	9	Delegated authority to the EZ board for up to £2.5m. Endeavour to streamline the approval process. Use of standardised documents and more up-front work with applicants pre-submission. Look to set up a panel for legal and property services to speed up procurement.		2	3	6
9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
27	new		Local Growth Fund (FE Skills)	Contracts & Partnerships	Lack of suitable projects and/or appropriate match funding for the LGF skills programme	Pat Jackson	REDUCE	4	3	12			4	2	8
12	12	→	All	Policy & strategy	Failure to attract and retain sufficient graduates in Cheshire and Warrington and to attract a skilled workforce	Pat Jackson	REDUCE	3	4	12	- LEP to explore opportunities to develop internships and work placements and higher degree apprenticeships as part of the new revised skills strategy	- The revised skills strategy and implementation plan will reflect the need for urgent action across Cheshire and Warrington	3	2	6
14	13	↘	All	Stakeholder-related factors	LEP does not have the capacity to deal strategically with employers affected by the Apprenticeship Levy to deliver the skills the Region needs.	Pat Jackson	REDUCE	3	3	9	LEP invited S&GC to present to January 2017 Board meeting on the Levy Toolkit they have developed and are rolling out across CE endorsed by Employer Board, with consideration to roll out across C&W - ASK ROZ	- LEP to replicate piece of work undertaken by S&GC to identify levy paying employers in CWaC and WBC to identify the numbers and scale of levy and sector clusters	3	2	6
23	22	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEIs to develop new model to respond to closure option by MMU	2		6

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15	14	↘	All	Human Resources	LEP resources spread too thinly or resources made available are not sufficient to meet the demands of	All	REDUCE	3	3	9	- Clear prioritisation of tasks within the LEP - Regular 121 meetings between LEP CX and staff and programmer	- The priority for the new Skills Manager will be to produce a Sub-Regional Skills Strategy	3	2	6
74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
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67	new			Policy & Strategy	Underlying strategies not agreed by partners	Andy Hulme	REDUCE	4	2	8	Extensive partner engagement in developing strategies		4	1	4
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17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
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43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
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9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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23	22	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEIs to develop new model to respond to closure option by MMU	2		6

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23	Page 22 of 31 of 87	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEIs to develop new model to respond to closure option by MMU	2		6

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74	new		LGF	Finance	Criticism of the level of service being offered by the Growth Hub team	Andy Devaney	REDUCE	4	3	12					0
42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
51	new			Policy & Strategy	Delays and lack of resources to develop LIS as scope is yet fully defined.	Andy Hulme	REDUCE	4	3	12	Operational steering group is keeping an overview and momentum of the programme. In process of securing additional consultancy		4	2	8
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17	16	↘	All	Contracts & Partnerships	C&W provider base does not have capacity to significantly increase apprenticeship delivery to meet LEP and Government targets.	Employer Skills Board	SHARE	3	3	9	- Sub group of the Skills Board has been set up to focus on delivery of apprenticeships. - Leading with public and private sector providers of FE and HE to build capacity and introduce new frameworks / increase framework delivery in disciplines that support LEP priority sectors. - Creation of an apprenticeship attraction plan. - Raising awareness so providers can share best practice on how to deliver frameworks for the trail blazers.	- Using the outcome of the Employer Skills Study and informed by provider self-assessments, the LEP will further lead the providers to target apprenticeships in areas of need. - Devolution Deal includes an ask for control of AGE grant to increase for priority SMEs and an ask for capital support to establish an Apprentice Training Agency (ATA). - The outcome of the Area Based Reviews (ABRs) must consider increase in apprenticeship delivery in our colleges. - The LEP have submitted a response to the Apprenticeship levy consultation.	3	2	6
37			Enterprise Zone	Finance	Unable or delayed in securing funding package from local authorities for the investment programme.	John Adlen	REDUCE	5	4	20	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	manage the investment programme in line with available finance. Review EZ business case application process to see whether more appropriate to run calls when finance is available to manage expectations.	5	3	15
			Enterprise Zone	Finance	Borrowing facility from LAs not realised	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
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9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	- The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
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23	Page 22 of 37	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEI's to develop new model to respond to closure option by MMU	2		6

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42	new			Policy & Strategy	Failure to delivery LIS that is signed off by government.	Andy Hulme	REDUCE	5	3	15	Operational and strategic governance framework established. Regular conversations with BEIS and support of external consultants to develop underlying evidence base. First policy position paper submitted to government. First 4/10 policy position papers submitted. BEIS will share internally and feedback and then liaise with other govt. depts.		5	2	10
36	36	↘	All	Policy & Strategy	The outcomes of the SEP aren't delivered	Andy Hulme	REDUCE	4	3	12	Stakeholders have been widely consulted on the SEP and have signed up to it.	Regular review to ensure it is current and up-to-date and that we are delivering what we have said we will. Started pulling together all the actions in the supporting strategies and the strategy committee is now monitoring. Delivery plan now developed which delivers SEP actions and is monitored by P&I	4	2	8
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			Enterprise Zone	Finance	Borrowing facility from LAs not realised	John Adlen	REDUCE	2	5	10	Letters of comfort received from LAs. Some limited finance available through GPF.		2	5	10
43			Enterprise Zone		Projected retained business rates not being fully realised.	John Adlen	REDUCE	3	3	9	Projected business rates assessed by property advisers as part of the appraisal of business rates, based on previous business rates	Closer monitoring of occupiers within EZ. Consider appointing person or consultancy to carry out this role to help improve forecasting of retained business rates.	3	3	9
60					Revaluation reduces overall business rate income	John Adlen	REDUCE	3	4	12	The EZ only invests 50% of the business rates into the projects and therefore there is 50% contingency if anything goes wrong.		3	2	6
21	20	↘	Enterprise Zone	Reputation	The Enterprise Zone fails to realise its ambitions as set out to Government in the EZ bid and deliver the projected growth	John Adlen	REDUCE	3	3	9	- The CSC Growth Director and local authorities will keep ongoing dialogue with landowners to ensure any issues with delivery of infrastructure and/or development are identified as soon as possible - A programme of events, including promotion at MIPM, planned to raise the profile of the EZ in addition to the site specific promotion by landowners	- Development and execution of clear and robust EZ Implementation Plan - Development & Investment Strategy to identify opportunities to unlock and accelerate development within EZ - Marketing & Comms Strategy to raise profile and promote the EZ - Co-ordination of inward investment and key account management to attract and retain occupiers	3	2	6
58	new		Enterprise Zone		Funding of the sub-station project may potentially create a monopoly position.	John Adlen	REDUCE	3	3	9	Going to meet with stakeholder and technical experts to find satisfactory compliant solution. Delaying signing sub-station agreement until suitable advice and position established.		3	2	6
59			Enterprise Zone		Investment projects being delayed or abandoned	John Adlen	REDUCE	3	3	9	Company/personal guarantees required as part of the investment legal agreement. Incremental drawdown of grant against performance.		3	2	6
			Enterprise Zone	Reputation	Criticism of speed of approving business cases.	John Adlen	REDUCE	3	3	9	Delegated authority to the EZ board for up to £2.5m. Endeavour to streamline the approval process. Use of standardised documents and more up-front work with applicants pre-submission. Look to set up a panel for legal and property services to speed up procurement.		2	3	6
9	9	→	All	Politics & Law	An integrated approach to Sub Regional arrangements to ensure the right strategy is agreed by partners working together and to deliver it with the right mechanisms, to alleviate a lot of uncertainty across existing and future programme delivery, thus avoiding disruptions and/or delays	Mark Livesey	REDUCE	4	3	12	- Engagement with the LEP Chair and Government. Councillors for the 3 Local Authority partners are LEP Board Members. - LEP Strategy Committee in place to ensure changes in national and local policies are reflected in LEP key strategies. - Contributing member of the LEP Network to influence Government policy. - Devolution growth deal proposal has the LEP integral to a successful delivery of its offer. - Ongoing dialogue with Government to show commitment to the move to a Combined Authority structure and election of a Mayor. - Strong working relations at LEP Officer level to ensure lines of communications are open and supportive.	- LEP Chair is a member of the Economic Prosperity Board and will be a member of the Combined Authority and so can influence future direction and strategy. - Economic Prosperity Board to gain a greater profile going forward. - The LEP could look to ensure that it has contingency planning in place around delivery of projects/programmes were the CA governance to change the current model of delivery.	4	2	8
7	7	→	All	Stakeholder-related factors	Failure to implement the seven recommendations of the ABR Review of FE has a detrimental effect on the delivery of FE skills provision across Cheshire and Warrington.	Pat Jackson	REDUCE	3	4	12	-The LEP and SFA is working closely with the Colleges, Chairs and Principals to achieve the full implementation. A new strategic forum to monitor progress and provide oversight of the implementation has been established chaired by the LEP	The Strategic Forum will work to achieve the political buy-in to the implementation	3	3	9
27	new		Local Growth Fund (FE Skills)	Contracts & Partnerships	Lack of suitable projects and/or appropriate match funding for the LGF skills programme	Pat Jackson	REDUCE	4	3	12			4	2	8
12	12	→	All	Policy & strategy	Failure to attract and retain sufficient graduates in Cheshire and Warrington and to attract a skilled workforce	Pat Jackson	REDUCE	3	4	12	- LEP to explore opportunities to develop internships and work placements and higher degree apprenticeships as part of the new revised skills strategy	- The revised skills strategy and implementation plan will reflect the need for urgent action across Cheshire and Warrington	3	2	6
14	13	↘	All	Stakeholder-related factors	LEP does not have the capacity to deal strategically with employers affected by the Apprenticeship Levy to deliver the skills the Region needs.	Pat Jackson	REDUCE	3	3	9	LEP invited S&GC to present to January 2017 Board meeting on the Levy Toolkit they have developed and are rolling out across CE endorsed by Employer Board, with consideration to roll out across C&W - ASK ROZ	- LEP to replicate piece of work undertaken by S&GC to identify levy paying employers in CWaC and WBC to identify the numbers and scale of levy and sector clusters	3	2	6
23	Page 22 of 37	↘	All	Stakeholder-related factors	Skills lost to the Sub Regions as MMU withdraw from Crewe	Pat Jackson	REDUCE	2	4	8	LEP work closely with Council and MMU to evidence the need / demand for HEI in Crewe and the opportunities available for MMU if they remain	- Commission some work to understand what HE offer should look like in the future - conversation with other HEI's to develop new model to respond to closure option by MMU	2	2	6



Title: Profiled spend report	Agenda item: 9
Prepared by: Rachel Brosnahan	Date of Meeting: 14th August 2019

1. Issue

The LEP has been tasked with spending £25m of LGF this financial year. This is made up of this year's allocation from the Department for Business and Industrial Strategy (BEIS) and £16.8m of funding carried forward from 2016/17. In 18/19 the LEP was able to spend £3m more than allocated for the year so made some progress to spending funding carried forward but BEIS are now insistent that all the carried forward funding is spent this year or is at risk of being lost.

2. Steps taken to achieve spend

In order to achieve £25m of spend we have requested that all projects claim LGF at 100% of costs up to a maximum of 90% of the grant. As we're in the penultimate year of the programme there are less projects left in delivery to significantly help spend and in many cases 90% of the grants have already been claimed. We have therefore had to look at other ways of achieving spend. As previously discussed and approved at the Performance and Investment Committee we have looked at solutions within each local authority area to vary grant allocations between projects in the LGF programme. BEIS are fully supportive of this approach and said it's in line with their expectations of how the programme would be managed.

The revised profile for the year, along with the q2 profile is shown below:

Project	Profiled 19/20	Profiled q2
LGF1/2		
BEIS funding Profile	8,234,770	
Balance c/f (defrayed by CEC)	16,763,765	
Total Balance (profile +c/f)	24,998,535	
Live Projects		
Sydney Road Bridge	585,154	585,154
GM & Cheshire Life Science Investment Programme	2,013,692	814,332
Warrington Waterfront (Centre Park Link)	-	-
Ellesmere Port Central Development Zone	4,566,000	500,000
Poynton Relief Road		-
Crewe High Speed-ready Heart Town Centre Regeneration Programme	2,267,129	526,740

Crewe High Growth City – Congleton Link Road	5,000,000	5,000,000
Unlocking Winsford Industrial expansion Land	2,000,000	500,000
Tarvin Road	1,199,223	507,886
Warrington East Highways Improvements	3,000,000	
Warrington West Programme		
Omega Local Highways Schemes phase 1		
Warrington West Station		
Warrington West Station cycle access		
Burtonwood Omega Path (WBC)	-	
Omega Phase 2b		
sub-total	4,320,000	4,320,000
Skills	2,000,000	
Energy Innovation	1,000,000	
Joint Cheshire and Warrington Sustainable Travel Access Fund	-	
Chester Road (WBC)	200,000	
TPT Upgrade (WBC)	-	
Wilmslow Strategic Cycle and Walking route (CEC)	100,000	
Northwest Crewe Cycling and Walking Link (CEC)	100,000	
A5117 Cycle Route, Ellesmere Port (CWAC)	100,000	
Station View and Canal Towpath (CWAC)	200,000	
Sutton Way Boulevard, Ellesmere Port (CWAC)	200,000	
Macclesfield College - Chef's Whites Academy	10,573	
LGF total profile	28,861,771	
Total LGF BEIS profile + CF funding	24,998,535	
Total LGF 1/2/3 spend	28,861,771	12,754,112
Difference	- 3,863,236	

BEIS have indicated that at present compared with other LEPs it looks like we're underperforming. We spent £2.37m in q1 which was only 8% of what we are required to spend this year but was broadly in line with expectations. It would be helpful to the annual conversation in December if we could go the meeting showing we are making good progress to meeting the £25m target for the year. The q2 profile above is based on enacting two of the mechanisms to achieve spend within Cheshire East Council and Warrington Borough Council. If we do achieve £12.75m of spend in q2 we will have spent 60% of the required spend for the year. We will look to process the claims for Warrington East projects and Congleton Link Road before the end of the quarter so that we can attend the Mid year review with BEIS being able to demonstrate we have achieved significant spend.

We would still have the option of transferring money between projects in Cheshire West and Chester should the need become apparent during q3.

At present we are now profiling to exceed the profile for the year by £3m but there is likely to be slippage as there is still uncertainty about how quickly the energy and skills money can be spent as the calls are still live and there have been delays with starting the sustainable transport projects.