

Hull and East Yorkshire LEP Organisational Risk Register 2022

Description of the Risk	Impact/notes	Probabilities	Impact	Mitigation Actions	Responsibility	Timeline for Mitigation Actions	Risk Level Following Implementation of Mitigation Actions
1. LEP Governance	<p>The BEIS review on the LEP Local Assurance Framework, governance and transparency delivery have been positive with no cause for concerns raised.</p> <p>Any causes for concern could result in core funding being withheld/withdrawn.</p> <p>BEIS will undergo regular audit and reviews dependent on their risk assessments and at least annually.</p>	1	5	<ol style="list-style-type: none"> Continue to work with Board to ensure that Directors follow the code of conduct and commit to Equality and diversity objectives. Policies have been adopted and Equality and Diversity, Rural and Small Business Champions appointed. Staff need to continue to maintain and update website to ensure that transparency requirements are met. Board now meets bi-monthly on a virtual and in person format. BEIS gender balance on boards met. Last AGM took place on 19th July 2022. Declaration of interest and hospitality logs maintained Board papers published regularly. 	<p>Chair</p> <p>TC</p> <p>TC/Chairs</p> <p>Chair/Deputy Chair Chair/Deputy Chair TC</p> <p>TC/Chairs</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2021</p> <p>July 2022</p> <p>Ongoing</p> <p>Ongoing</p>	
2. Compliance with National Assurance Framework	<p>Local Assurance Framework will be updated based on government guidelines (review to the National AF expected).</p> <p>Need to ensure that the compliance and monitoring continues. Failure would have serious implications on future funding.</p>	1	4	<ol style="list-style-type: none"> Continue to monitor and ensure compliance in all areas including declarations of interest, decision making, transparency, openness. Continue to monitor the LEP websites to ensure the sites are updated and maintained and are easy to navigate Ensure that Board and sub-board members comply with transparency requirements LEP Delivery Plan published to meet BEIS deadlines 	<p>Team</p> <p>TC/AH/CH /JO</p> <p>Chair/TC/AH/CH /JO AH/TC /Chairs</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
3. Maintaining the momentum and the growth agenda for the Hull and East Yorkshire region, driving the implementation of the Economic Growth and Workforce Wellbeing Strategy.	<p>Economic Growth and Workforce Wellbeing Strategy launched in Feb 2022. Updated Delivery Plan published on website June 2022 in line with BEIS requirements.</p> <p>Risk is that partners who have supported the development of the strategy may feel the momentum is not maintained if the Delivery Plan and priorities of the Strategy are not adopted by key stakeholders including the local authorities. This is both an operational and reputational risk.</p>	2	4	<ol style="list-style-type: none"> Engagement with local authorities on the second Delivery Plan which is needed by Nov 2022 to agree final outcomes and responsibilities considering changing role of the LEPs and progress towards the Combined Authority. New stakeholder management system is being developed and trialed during 2022 to help manage external engagement and comms 	<p>AH/TC/ Chair/ Deputy Chair</p> <p>LEP Team/ Chairs</p>	<p>Oct 2022</p> <p>Oct 2022</p>	

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<p>4. Delivery</p>	<p>1.Lack of delivery, monitoring and reporting programmes to time, (outputs and spend) will have an impact on the reputation of the HEY LEP in the region, as the programme nears its end.</p> <p>2.The inability to provide effective policy support would undermine what the LEP does, including not achieving the growth objectives (e.g., more local jobs, skilled workforce, investment to the region etc).</p> <p>3.Lack of focus – being drawn in other agendas and trying to do too much.</p> <p>4.Poor internal service to LEP Board and Sub-Boards e.g., papers and agendas not delivered on time.</p> <p>5. Board, sub-board and working group member disengagement resulting from perceived value of the LEP and its role (similar to below but all stakeholders)</p> <p>6. Loss or absence of staff working on time-specific or externally funded projects resulting in failure to deliver on agreed outcomes.</p>	2	4	<p>1. Ensure that LEP is delivering the agreed outcomes on the programmes allocated including Local Growth Funds, Growth Hubs, Careers and Enterprise Company (CEC) Careers Hub contract, Skills Advisory Panel contract, Humber Industrial Cluster Plan contract, Local Digital Partnership Contract (DCMS) etc.</p> <p>2. Ensure that the Executive provides effective policy support to drive forward the growth objectives, using the support of the Joint Strategy Unit (JSU) and ultimately the Humber Leadership Board.</p> <p>3.Sub-Boards focus on the core values and objectives of the LEP and ensure that these are carried out through their implementation plans.</p> <p>4. Ensure that the programme management is robust, and issues reported to the Board and Sub-Boards using RAG rating to highlight issues; need to ensure papers are distributed and published on the website in a timely manner.</p> <p>5. Strengthen relationships with sub-board / working group Chairs and stakeholders. Communicate a message of “business as usual” and focus on deliverables. BEIS reiteration of LEP value and purpose. Levelling Up White Paper published (Feb 2022)</p> <p>7. Alternative project support or delivery models are explored where necessary.</p>	<p>Chair//TC/AH/CH/JO and team</p> <p>TC/AH/Chair</p> <p>TC/AH/CH/JO/Board Chairs</p> <p>TC/AH/CH/JO</p> <p>TC / AH / CH / JO/BEIS</p> <p>TC / AH / CH / JO</p>	<ul style="list-style-type: none"> • SLT meetings, reports to the boards, AB scrutiny, financial reports and monitoring, BEIS and other government department reviews and audits. MOUs and contracts strictly monitored and reported on. • Monthly, ongoing discussions at the JSU where necessary • Chair’s attendance at HLB, ongoing • Board reports • TC/AH/CH/JO/Sub-Board Chairs • In place and ongoing • Ongoing • Ongoing • Ongoing e.g. HICP/Investment delivery 	
<p>5. Private Sector Engagement</p>	<p>Private sector board members become disenchanted and disengaged. Potential for colleagues to feel marginalized and withdraw, and their withdrawal would have a serious effect on credibility of the private sector partnership. This risk is enhanced during the transition period towards the new Combined Authority and due to changes in LEP responsibilities.</p>	2	4	<p>1. Ensure that views of the private sector board members are effectively considered, and the members consulted in the developing agenda.</p> <p>2. Engagement and maintenance of board interest and commitment to the current work of the LEP.</p> <p>3. Ensure regular communications are effective and reach various target audiences. HCC comms colleague engaged in comms support/ Managers responsibility to update websites and produce skills and LEP monthly newsletters. Chairs and Managers regularly present at appropriate external events.</p>	<p>Chairs/TC/AH/CH/JO/</p> <p>Chairs/TC/AH/CH/JO/</p> <p>Chairs/LEP SLT</p>	<ul style="list-style-type: none"> • In place and ongoing Ongoing Ongoing 	
<p>6. Staffing and Resources</p>	<p>1.Maintaining effective and experienced staffing resources are essential to delivering the core objectives of the LEP. A strong leadership that can focus and support staff during this uncertain period is essential. Loss of key staff within a small team will have a major impact on the Executive team’s ability to deliver.</p>	3	4	<p>1.SLT management team continue to support and reassure staff.</p> <p>2. Positive input by LAs at team meeting continues</p> <p>3.Chair and Deputy Chair engaging with staff colleagues on a regular basis</p> <p>4. Monthly Management and Team meetings in place (note these were bi-weekly up until end Sept 2022 but were reviewed now that staff team are back in both offices; whole team meetings set quarterly).</p>	<p>TC/AH/CH/JO</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p>	<ul style="list-style-type: none"> • In place • MJ attended Team meeting June 2022 • Ongoing • Ongoing 	

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	<p>2.Any further changes to core funds may impact on LEP budget and lead to staff reductions.</p> <p>3.Reduced staffing and/or staff absence may affect workloads creating additional stress for other members of the team.</p> <p>4.Staff health and wellbeing prioritised and maintained within business demands.</p> <p>5.Maintaining income for externally funded staff and/or those on fixed term contracts, wherever possible and appropriate to continue impact of programmes.</p>			<p>5. Regular financial updates between Accountable Body and LEP in place; AB attendance at AFG Panel meetings and board where necessary.</p> <p>1. Informal leisure activities organised</p> <p>2. Additional support sourced in local authorities</p> <p>8. Managers to ensure team members health and wellbeing is considered and support put in place where appropriate e.g., regular one to one meetings, Stress Risk Assessments etc.</p> <p>9. Managers to ensure any HR administration is executed in a timely manner</p> <p>10. LEP team to explore opportunities for continued and additional funding from stakeholders, external funding sources, corporate sponsors etc.</p>	“ “	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing 	
7.Business Continuity	Lack of business continuity plan could have an impact on the service.	1	3	<p>1. Arrangements are in place to support business continuity, and this continues to be reviewed.</p> <p>2. Compliance with Health and Safety and other requirements in the offices continues to be monitored and actions to mitigate risks are put in place.</p> <p>3. LEP Team training needs discussed in Annual Performance Reviews with agreed actions delivered (Team have access to HCC suite of training).</p> <p>4. Team undertakes all mandatory training provided by HCC e.g. Fire Awareness, Recruitment and Selection training.</p> <p>5. Audit, Finance and Governance Panel discussions.</p>	TC/AH/CH/JO TC/AH/CH/JO	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing 	
8.Communications	Ineffective communications delivery will have an impact on the awareness of the work of the LEP. We need to ensure that all colleagues and stakeholders understand the work of the LEP, including Government, MPs, employers, and local stakeholders.	2	3	<p>1. Continue to promote positive messages.</p> <p>2. Regular team meetings</p> <p>3. Set up regular briefings with MPs</p> <p>4. Efficient response to media enquiries.</p> <p>5. Monitor PR successes and report to the boards.</p> <p>6. Build on social media activity</p> <p>7. Updating of websites</p> <p>8. Publish newsletters monthly</p> <p>9. Attendance at the Business Engagement Board</p> <p>10. Attendance at stakeholder and partner meetings and events</p>	TC/AH/CH/JO and the team/HCC comms support Chair and Deputy Chair for MP engagement Chair/Deputy Chair attendance at events etc.	<ul style="list-style-type: none"> • All ongoing 	
9. Wider Humber issues	1. Emerging role of Opportunity Humber may impact negatively on LEP role and stakeholder support. Lack of LEP input into OH to date. Government provides more support to OH than LEP work; change of leadership and	2	4	<p>1. Monthly meetings with Greater Lincolnshire LEP colleagues to discuss issues and agree on actions.</p> <p>2. LEP Membership of HLB and HEB.</p>	Chair/Deputy Chair/TC “	<ul style="list-style-type: none"> • Ongoing • Ongoing 	

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	<p>governance with supporting structures e.g., Humber Leadership Board, Humber Energy Board.</p> <p>2. LEP staff team spending too much time on pan-Humber issues including residual Humber wide projects e.g., Humber Local Digital Skills Partnership/various Humber boards</p> <p>3. Responsibility for strategic skills planning transferring from LEPs to Employer Representative Bodies responsible for Local Skills Improvement Plans</p>			<p>3. Quarterly 'meetings of nine' e.g., both local authorities, their CEOs and regeneration Execs. and the LEP Chair, Deputy Chair and COO.</p> <p>4. COO's regular meeting with BEIS regional lead.</p> <p>5. Line managers to monitor time spent and ensure majority of resource is spent on HEY issues.</p> <p>6. Employment & Skills Team to continue engage with Hull and Humber chamber of Commerce who have been appointed the organisations leading the LSIP for HEY.</p> <p>7. Discussions continue regarding the LSIP operational model, governance and the implications for existing LEP staff.</p>		<ul style="list-style-type: none"> Ongoing Ongoing Ongoing with issues reported to LEP SLT Ongoing from August 2022 	
10. Combined Authority Issues	Local Authority decision not to deliver Combined Authority and reach a satisfactory Devolution Deal. Whilst this is mostly a LA risk, the LEP is reliant on LA support in terms of financial and staff support. The pace of progress is slow, and this could result in the LEP running out of funds to continue business. This also impacts on staff morale and could lead to more resignations.	3	4	<p>1. Meetings of nine</p> <p>2. Business support for the proposed CA</p> <p>3. Business Engagement Board (advisory) voice</p> <p>4. Public consultation on final proposal will be published, LEP to lead business consultation process, working with stakeholders</p> <p>5. Regular updates to staff team at meetings</p>	Local Authorities and LEP with support from BEIS	<ul style="list-style-type: none"> All Ongoing 	
11. Further reductions in core funding/changes to match funding requirements	<p>1. Government reduced funding leaving LEP unable to continue business.</p> <p>2. Continued uncertainty of when funding will arrive, and the total provided leading to staff leaving and LEP viability.</p> <p>3. KPIs and outcomes specified in funding agreements (MoU / SLA / contract) may not be achievable and may prevent the LEP agreeing to them and being able to secure associated funding.</p>	2	4	<p>1. Budget planning for 2023/2024</p> <p>2. Negotiations with LAs re LEP becoming anchor within Combined Authority, working in shadow before final agreements/LA structures are in place.</p> <p>3. Alternative models for LEP staff considered as part of the transition to the Shadow CA</p> <p>4. Negotiations with funding body to develop and agree MOU outputs wherever possible, without this agreement contracts may be lost and this will impact on staff resources.</p>	<p>TC/GS/Board</p> <p>LAs/Chair/Deputy Chair/TC</p> <p>Meetings of nine</p> <p>Various funding bodies and LEP with advice from Accountable Body</p>	<ul style="list-style-type: none"> Oct 2022 Ongoing Ongoing – next meeting Oct 2022 Ongoing as contracts time period is renewed. 	
12. Issues relating to office move	<p>1. Additional costs incurred.</p> <p>2. Ongoing issues with connectivity within the Guildhall and use of space to effectively hold Team meetings without disturbing colleagues.</p> <p>3. All final bills to be paid efficiently</p>	2	3	<p>1. Working with LA to use the Guildhall booking system for rooms</p> <p>2. Team updated at meetings</p> <p>3. Services given notice in July; awaiting final bills and payments conclusion.</p> <p>4. Budget management - additional costs drawn from staff vacancy management</p>	LA/SLT Team	<ul style="list-style-type: none"> Ongoing 	

Key:

4 - 5 Red – High risk
 2 - 3 Amber – Med risk
 1 Green- Low risk