

MARCHES LEP WORK STRATEGIC RISK REGISTER - APPENDIX 1

Risk No.	Risk Description	Description of Potential IMPACT (quantified wherever possible)	Current controls	Residual Risk Ratings						Target Risk Rating			Risk Owner	Annual Review Date	Live/ Closed	Date Closed	Direction of Travel	
				LIKELIHOOD Rating	High (3)	Total Likelihood	IMPACT Rating	Total Impact	RISK Rating	Rationale for Risk Changes	Risk Responses	Target LIKELIHOOD rating						Target IMPACT Rating
Governance																		
1.1	Changes to government policy regarding LEPs.	Lack of, or reduced funding available. Altered LEP role/responsibilities.	Previous risk responses have been archived. The LEP has implemented changes inline with Government policy set out in the 'Governance & Transparency Best Practice Guidance Paper' (January 2018) and the 'Strengthened Local Enterprise Partnerships' paper (July 2018). The LEP has now become a company limited by guarantee.	Medium		2	High	3	6		The SLA between the LEP and Shropshire Council as the Accountable Body is being developed. An interim officer has been appointed to support the LEP in developing the SLA with Shropshire Council. A review has been carried out to establish the services required by LEP to inform the SLA. A meeting with Shropshire Council is scheduled on 23rd November to finalise the SLA. An independent legal review of the document is also been commissioned. The Incorporation Task & Finish group is expected to sign off the SLA at their next meeting on 9th December, whilst the Board should do so at their January meeting.	Medium	Medium	4	LEP Director/ BIS Local	01.04.21	Live	↔
1.2	Governance structure is not clearly set out for board members and officers to follow.	Decisions are not made, causing delays due to lack of clarity & inability to act in a timely manner.	Previous risk responses have been archived. In January 2019 the 'National Local Growth Assurance Framework' was published. This document builds on the findings of the Mary Ney Review in ensuring LEPs adopt a clear and robust approach towards corporate governance. The LEP updated the Local Assurance Framework to reflect the guidance document and was published in March 2019. Due to the added complexities involved in setting the LEP up as company and the associated paperwork the LEP and its impact on our governance structures the LEP Director put forward a partial exemption for the relevant sections of the AAF. Incorporating a non-compliance/clawback policy into the Accountability & Assurance Framework.	Low		1	High	3	3		The Accountability & Assurance Framework is being reviewed in line with the National Local Growth Assurance Framework; work is expected to be completed by the end of January 2021. This is being undertaken by the Director of Corporate Services. Business Board TORs are being aligned with Nolan Principles.	Low	Medium	2	LEP Director/ LEP Board	01.04.21	Live	↔
1.3	Governance structure is not being followed & there are insufficient reporting mechanisms in place.	Government confidence is low, leading to risk to further investment by government.	S151 Officer assigned to oversee governance aspects and present arising issues to Performance Risk and Monitoring Committee (PRMC)/LEP Board as required.	Low		1	High	3	3		Please see Current Controls	Low	Low	1	S151 Officer/Monitoring Officer	01.04.21	Live	↔
1.4	Decisions cannot be made in a timely manner due to frequency and workload of LEP Board	Delays to the programme.	Board to meet on bi-monthly basis. The programme is managed by exception through a structure of delegations which were signed off by the LEP Board in July 2015.	Low		1	High	3	3		The Accountability & Assurance Framework will be reviewed inline with the National Local Growth Assurance Framework over the next few months. This will be undertaken by the new Corporate Director.	Low	Medium	2	PRMC/LEP Board	01.04.21	Live	↔
1.9	Breach of Data Protection legislation within LEP/Growth Hub.	Information Commissioners Office prosecution for Data Protection breach. Negative press coverage.	Taken appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data. The LEP Team received training on the Data Protection Act and the new General Data Protection Regulations (GDPR) on 5th April 2017.	Low		1	High	3	3		The team is working with Shropshire Council around ensuring compliance with the regulations, this relationship will be reflected within the Service Level Agreement. Staff training is annually updated via the GDPR online training module on Shropshire Council's learning portal.	Low	Medium	2	LEP Director	01.04.21	Live	↔
1.10	LEP/Growth Hub/customer relationship management system (CRM)/website IT security compromised, including the risk of cyber crime impacting on the LEP files stored on the cloud.	Loss of data, work files and business continuity. Confidential information on projects and/or clients compromised. Negative press coverage. Challenge to procurement decisions.	Upgrade LEP IT security. Ensure cloud-based suites, website hosting and CRM are properly utilised, secure and backed up (via Microsoft Office 365 licence). Register logos with Intellectual Property Office. The LEP Team will look at 'cyber essentials'.	Medium		2	High	3	6		Please see Current Controls	Low	Medium	2	LEP Director	01.04.21	Live	↔
1.11	There are opportunities for conflicts of interest to arise for Board members due to their wide range of roles in the Marches area.	This leaves the LEP open to criticism and challenge	Advice sought from Shropshire Council IT on increased security due to temporary working from home arrangements and use of online platforms to host meetings.	Medium		2	High	3	6		Please see Current Controls	Low	Medium	2	LEP Director	01.04.21	Live	↔
1.12	Potential conflicts of interest relating to LEP members of staff	This leaves the LEP open to criticism and challenge	All members of the team who write Board papers have been asked to complete and sign a register of interest. Registers have been reviewed and signed off by the LEP Director and are now kept in a secure place.	Low		1	High	3	3		Please see Current Controls	Low	Low	1	LEP Director	01.04.21	Live	↔
1.13	The ESIF Secretariat ensures members declare all interests prior to its Committee Meetings	This leaves the LEP open to criticism and challenge	LEP Director has spoken to the Managing Authority/ ESIF secretariat clarifying that a standard approach is adopted to ensure all interests are declared.	Low		1	High	3	3		Please see Current Controls	Low	Low	1	LEP Director	01.04.21	Live	↓
Resources																		
2.1	Knowledge lost from the LEP Board and PRMC due to rotation of members.	Delays to decision making while training new members/re-training members.	LEP Board private sector membership increased to 15, 3 members on PRMC. New Board members will receive induction/training and support. The number of Board members on PRMC has increased to 4 in acknowledgment of the importance of the role. Induction training provided to new members.	Medium		2	Medium	2	4		Please see Current Controls. Also, a Deputy Chair for the PRMC is being appointed and a BCP is being finalised.	Low	Medium	2	LEP Chairman	01.04.21	Re-opened	↔
2.4	Government requirement for LEPs to become financially resilient.	LEP team members lost from programme if funding not secured.	Part funding secured from the Enterprise Zone to partially fund required capacity.	Medium		2	High	3	6		Further work to be undertaken to secure long term funding. Work is ongoing to secure funding and future income streams ensuring financial sustainability and resilience. Appropriate criteria for eligibility from other LEPs adopted. Working on establishing a stronger project pipeline and agreed process to set-up pipeline.	Medium	High	6	LEP Director	01.04.21	Live	↔
2.12	The LEP is unable to conduct its business in the event of a major business interruption. Possible scenarios include infrastructure damage (fire at LEP Office), staffing difficulties and/or a major pandemic	Reduced capacity and ability to respond to the business needs of the LEP and its partners	BCP being finalised.	Medium			High		6		Working with IT Business Partner on utilising software that allows for business continuity. On 28 January 20 the LEP team attended a training session covering Microsoft Teams, One Drive and Share Point to assist with working remotely. These platforms are currently being rolled out by the team. A BCP is being finalised.	Medium	Medium	6	LEP Director	01.04.21	Live	↔
Programme Management (See Appendix 2 Programme Management Risk Register)																		
Stakeholder, Reputational, Communications & Marketing																		
4.1	The LEP fails to share information with internal & external stakeholders.	Stakeholders not informed of LEP investment and work which is in line with government requirements. Stakeholders are critical of projects & programme due to lack of up to date information being communicated on project progress/successes.	Agreed communications approach is set out in Assurance Framework which is on the LEP website. Strategy includes annual conference, annual report, regular LEP and Marches EU newsletters, press releases. LEP Board Members and Director regularly brief stakeholder groups and 3 area Business Boards are used as communication tools.	Low		1	Medium	2	2		Please see Current Controls	Low	Medium	2	LEP Director	01.04.21	Live	↔
4.2	The LEP's partner organisations fail to share information with internal & external stakeholders.	Stakeholders not informed of LEP investment and work which is in line with government requirements. Stakeholders are critical of projects & programme due to lack of up to date information being communicated on project progress/successes.	Agreed communications approach is set out in Assurance Framework which is on the LEP website. Strategy includes annual conference, annual report, regular LEP and Marches EU newsletters, press releases. LEP Board Members and Director regularly brief stakeholder groups and 3 area Business Boards are used as communication tools.	Low		1	Medium	2	2		Please see Current Controls	Low	Medium	2	S151 Officers &/or senior project sponsor	01.04.21	Live	↔

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4.7	Use of unlicensed images on LEP websites and owned media channels	LEP incurs costs for use of unlicensed images	Appropriate measures have been taken appropriate to ensure content creators and publishers for the LEP websites and social media channels are aware of copyright issues, including content supplied by partners where it is not clear whether imagery is licensed for use. Protocols in place to use only original imagery or stock imagery where necessary licences for use are in place. When images are provided without clarity on licensed use, checks will be made and the image not used if licence cannot be verified.	Low		1	Medium	2	2		Please see Current Controls					01.04.21		*																																																								
Financial & Legal																																																																										
5.5	A shortfall in operating budgets due to VAT/TAX implications of new company status.	A shortfall in the operating budget would impact on running costs and the financial sustainability of the LEP		Medium		2	High	3	4		As part of forming the new SLA legal advice has been sought on VAT/TAX implications. An action plan is being put together to address implications of incorporation.	Medium	Medium	2	LEP Director	01.04.21	Live	↔																																																								
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