



## York & North Yorkshire Local Enterprise Partnership

20 January 2022

### York and North Yorkshire LEP Annual Update

#### Report of the Chief Operating Officer

## 1.0 Purpose of the Report

1.1 To provide the committee with a progress update on the York and North Yorkshire Local Enterprise Partnership. The report sets out the LEP performance to date against its delivery plan, together with its support for Local Government Reorganisation.

## 2.0 Background

2.1 The LEP Delivery Plan is set out under the following headings:

- Section 1: Excellence in delivery
- Section 2: Creating New Opportunities and attracting investment
- Section 3: Strategic leadership, engagement and advocacy
- Section 4: Good growth organisation

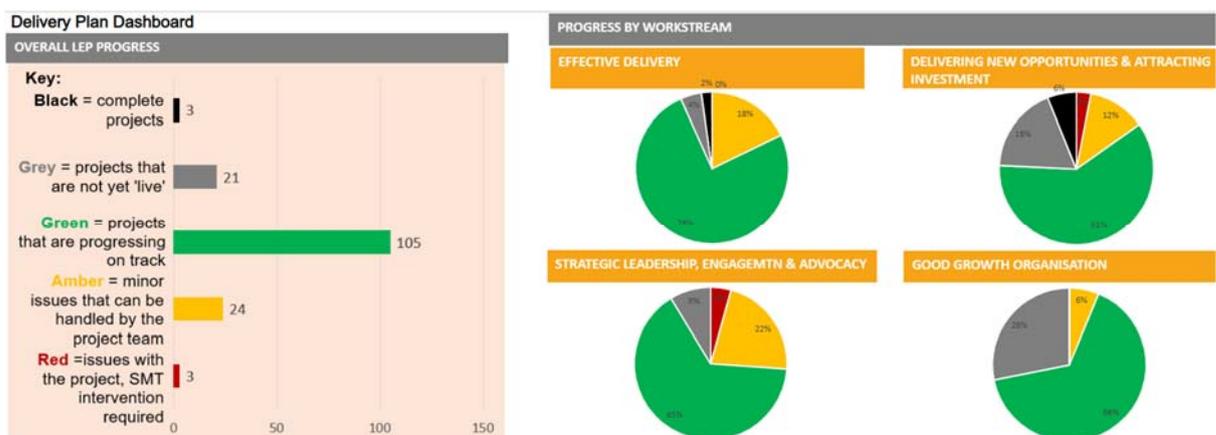
2.2 The report provides a performance update, highlighting emerging issues and opportunities. The full delivery plan can be viewed at the link below.

[LEP DELIVERY PLAN](#)

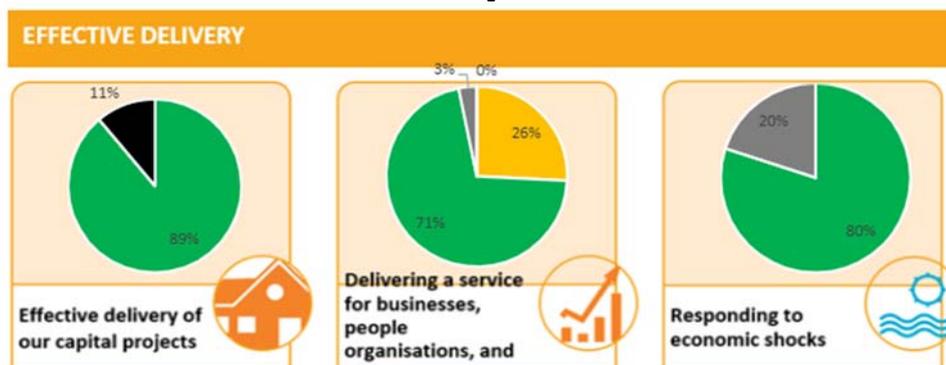
## 3.0 Dashboard

3.1 Overall delivery remains on track with the exception of items which are dependent on issues outside our control (e.g. LEP Review). The dashboard below provides a performance summary against the delivery plan

3.2



#### 4.0 Section 1: Excellence in Delivery



- 4.1 The programmes the LEP has direct delivery responsibility for are:  
 Capital Projects – Getting Building Fund;  
 Delivering a services to business & people – Growth Hub and Careers & Enterprise Programme ;  
 Responding to economic shocks – Covid Response

#### 4.2 Effective delivery of Capital Projects - Getting Building Fund

The LEP secured £15.4m from the Getting Building Fund of which £7.7m was successfully delivered in 2020/21 leaving a target for 21/22 of £7.7m. The table below summarises the Getting Building Fund project grant awards, the total spend to date, and balance left to claim by 31 March 2022.

<b>YNY LEP - Getting Building Programme</b>			
<b>Financial Profile Summary (Q2 End - 30th Sept 2021)</b>			
<b>Project Name</b>	<b>PROJECT GBF APPROVALS</b>	<b>Total Spend to end Q2 2021/22</b>	<b>GBF BALANCE TO CLAIM to 31/3/22</b>
North Yorkshire Digital Infrastructure Programme	3,600,000	931,379	2,668,621
Thornton Rd Business Park Phase 3	880,000	-	880,000
Whitby Business Park	1,079,058	919,553	159,505
A19 Chapel Haddlesey	6,000,000	6,000,000	Complete
Digital Skills Academy	1,000,000	223,949	776,051
Electric Car and Green Skills (Scarborough)	97,000	97,000	Complete
York College - Increasing technical skills capabilities in Electric Vehicle technologies	150,000	149,420	580
Harrogate West Business Park	1,500,000	1,049,894	450,106
Enhancement to the Digital Hub Central Northallerton - eCampus	725,000	725,000	Complete
York Guildhall - fit-out	300,000	-	300,000
Development Programme (delivery staff costs)	368,942	184,470	184,472
<b>TOTAL GBF Award</b>	<b>15,700,000</b>	<b>10,280,665</b>	<b>5,419,335</b>
		<b>Prog Total</b>	<b>15,700,000</b>

- 4.3 The Board approved over-commitment of £355,000 at the meeting on 24 September 2021 to provide mitigation should any project slip. Overall progress is good and the table shows actual GBF grant claimed up to the end of Quarter 2 (i.e. 30 September 2021), along with current risk ratings in the final column.

4.4 The projects rated red reflect the proportion of grant to be claimed in the final two quarters with the expectation the all projects will deliver.

- **Pickering Thornton Road** – good progress has been made by the project team to remove delivery risks, and although still rated red, is expected to improve grant claim performance in Q3 (up to 31 December 2021);
- **North Yorkshire Digital Infrastructure** – delivery work to service towns and business parks across North Yorkshire remains on target, however, there is currently a delay between the completion of eligible activity and payment of grant which is expected to rectify in Q3 (up to 31 December 2021);
- **Digital Skills Academy, Askham Bryan College** – slippage of grant claims into Q3 and Q4, construction progress is good and on target for completion by Christmas, to be followed by internal fit out in Q4;
- Some GBF projects will claim more frequently than quarterly through to 31 March 2022, improving cash flow to the projects and also performance monitoring of delivery;
- If necessary as risk mitigation to utilising all GBF grant to 31 March 2022, the use of Accountable Body (NYCC) Freedoms & Flexibilities will be considered, with critical stage review in February 2022;

#### 4.5 Delivering a service to businesses and people

##### 1. Growth Hub (to end of November)

Business Assist Level	To Date	Annual Target	Notes
Low	15,492	8,500	Target already exceeded
Medium	550	850	Our programme of approx. 30 webinars started in September running through to March which is targeted to deliver over 400 Medium Supports
High	117	200	Four further business start up schools are due to launch shortly. Collectively the five start up schools are targeted to deliver 100r High Level. Additionally, the Peer Networks is targeted to deliver 55 high Level Supports.

To strengthen the Business Support agenda, activity is now structured under twelve pillars to enable more focused, driven activity. These are:

Delivery Activity	12 Priority Themes	
Core Growth Hub Services	Start-Up Support	Green
	Peer Group Mentoring & Learning	Green
	Website Support & Learning Resources	Green
	Reactive Business Support	Green
	Economic Response	Yellow
	Webinar Learning	Yellow
Sustainable Business Growth	Innovation	Red
	Circular Economy	Yellow
	Smarter Digital Working	Red
Strategic Economic Development	Key Sector Development	Red
	Inward Investment	Yellow
	International Trade (including actions from the Internationalisation Strategy)	Yellow

## 2. Careers & Enterprise Programme

At the end of the last academic year the YNY Careers Hub – 34 schools and colleges were performing above the priority Benchmarks national average (highlighted in red below) with the YNY LEP area in the top 25% nationally (out of 37 areas) all schools & colleges were 100% matched with an Enterprise Adviser (achieving the target set by CEC). Below shares baseline data and demonstrates the progress the original Hub achieved last year:

Bench Mark	Y&NY Careers Hub Jul 2018	Y&NY Careers Hub Aug 21	National Comparator
<b>BM1 A stable careers programme</b>	<b>6%</b>	<b>76%</b>	<b>63%</b>
BM2 Learning from career and labour market information	28%	85%	78%
BM3 Addressing the needs of each pupil	9%	42%	42%
BM4 Linking curriculum learning to careers	28%	73%	71%
<b>BM5 Encounters with employers and employees</b>	<b>38%</b>	<b>70%</b>	<b>66%</b>
<b>BM6 Experiences of workplaces</b>	<b>31%</b>	<b>64%</b>	<b>40%</b>
BM7 Encounters with further and higher education	16%	39%	40%
BM8 Personal guidance	66%	85%	75%

Building on the above a Shape your Future branded, Labour Market Information toolkit has now been completed and a Training Session delivered to Career Leaders on the 7 October. The resource provides a suite of resources for Career Leaders to utilise to support careers in the curriculum for Key Stage 3 and 4 students (11-16). In total the investment from the Careers Hub Fund has supported the development of:

- 14 key sector lessons (1 lesson plan, with 14 key sector presentations that can be used across multiple lessons)
- 1 self-employment lesson
- 1 pathways/choices lesson
- 1 skills lesson
- 1 employability lesson
- Posters for each sector for use to further support careers within the curriculum.

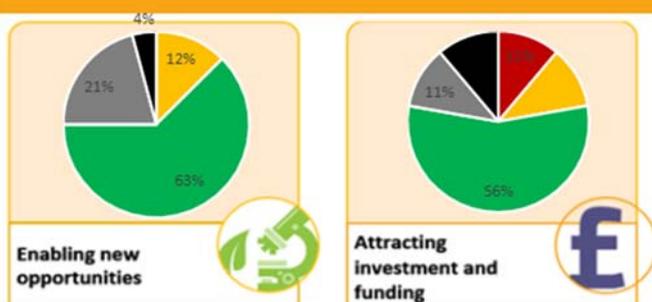
### 4.6 Responding to Economic Shocks – Covid response

Economic Issue	Local Response
Recruitment to hospitality, food manufacturing and other sectors	<p>Work is ongoing at both a district and YNY level to ensure businesses are linked with job seekers through ESF projects as well as support to enable recruitment from people groups often overlooked such as the long term unemployed, ex-offenders etc.</p> <p>Scarborough Borough Council and local projects/partners with support from the LEP have coordinated Job Fairs for the hospitality sector in Scarborough and Whitby. The LEP also attended the City of York Council Lord Mayors Hospitality Summit which considered the challenges faced by the sector around York and as a result facilitated connections with job seekers through ESF projects and other stakeholders.</p> <p>Work is also continuing to develop a resource to local businesses on the Growth Hub website. This will ensure information and links to projects and resources that can support businesses to recruit from a wider workforce are easily accessible.</p>

Access to Finance	The LEP has hosted a series of <a href="#">webinars</a> to support businesses access available finance. With continued instability in trading factors, access to finance continues to be a priority to sustain cash flow for many in the region.
Brexit impact on agricultural sector	Agricultural industry facing biggest change in 60 years as a result of UK exit from EU and DEFRA Agricultural Transition Plan will have financial effect on businesses.  Growth Hub & Grow Yorkshire have commissioned a three-part series of free webinars detailing changes and actions agricultural businesses need to take on accounting, sustainability, and seeking future opportunities.
Lack of HGV drivers	In response to the crisis, govt has made funding available to train 5000 new HGV drivers free of charge through the <a href="#">Skills Bootcamp</a> initiative. The LEP has made its Y&H automotive training contacts aware of the funding to ensure locally accessible training is available.  Local careers advice stakeholders such as Job Centre Plus and the National Careers Service is working with prospective trainees to ensure they have sufficient information about HGV careers and training options.

## 5.0 Section 2: Creating new opportunities and attracting investment

### DEVELOPING NEW OPPORTUNITIES AND ATTRACTING INVESTMENT



### 5.1 Enabling new opportunities

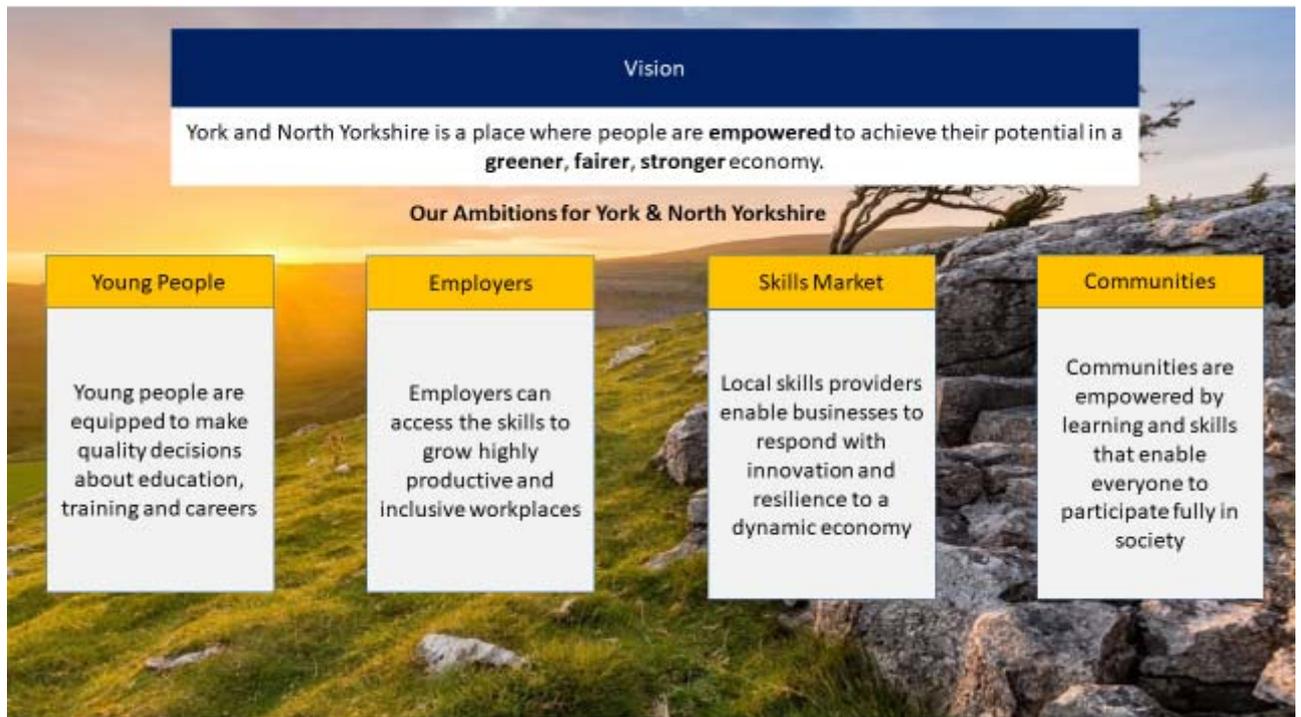
#### Plan for Growth

In March the Government published its Plan for Growth which superseded the national Industrial Strategy. In response to this the LEP is developing a York and North Yorkshire Plan for Growth. This is being developed across a range of stakeholders and will seek support from both City of York and the new North Yorkshire Council to ensure to meets the purposes of both the LEP and Combined Authority, should devolution progress.

5.2 In addition work has continued apace on strategy, research and implementation priorities across both skills and low carbon.

### 5.3 Skills

York and North Yorkshire developed a detailed evidence base and labour market information which has led to the publication of the York and North Yorkshire [Skills Strategy](#). The vision and four key ambitions are noted below.



Current published research and analysis includes

- [York and North Yorkshire Skills Advisory Panel's Local Skills Report – April 2021](#)
- [Exploring the capacity of the FE system to engage and support 19-24 year old NEETs](#)
- [Labour Market Analysis 2021 Full Report](#)
- [Labour Market Analysis 2021 Executive Summary](#)
- [Digital Skills Report](#)
- [Community Learning Provision in York & North Yorkshire](#)
- [Low Carbon and Circular Economy: An Assessment of Skills Supply and Demand](#)
- [Upskilling and Reskilling across York and North Yorkshire](#)
- [Adult Education Budget: An Analysis](#)
- [ESIF Impact Report](#)

The following research has been commissioned for the year 21/22 and will further support the LEPs future planning for skills and the development of the Plan for Growth. These reports are due to be published on the LEP website by 31 March 2022.

- **High Performance Working Practices** – Assessing employer adoption and support requirements across York and North Yorkshire.
- **The Fourth Industrial Revolution** – Assessing employer skills needs across York and North Yorkshire.
- **Progression Routes to Level 2.** Identifying best practice for the future
- **Transferable Skills** – Research to capture aspects of the transferable skills “landscape” across York and North Yorkshire.

#### 5.4 Low Carbon

As one of the few areas within the UK which has the potential to go beyond net zero, YNY can sit at the heart of the UK's decarbonisation plans and create significant economic opportunities. We can build on the region's existing industry strengths, including:

- BioYorkshire - a cluster of world class innovation assets in bio-economy;

- Agri-Tech (Vertical Farming) High Potential Opportunity (HPO) - Department for International Trade has identified the region as a 'High Potential Opportunity' in Agri-Tech (Vertical Farming) to showcase the region's strengths and attract foreign investment;
- Drax - significant investment in Bioenergy with Carbon Capture and Storage (BECCS) and associated supply chain opportunities.

This industry potential alongside our natural capital assets of land and sea, which can sequester carbon, underpin the economic aim for YNY to become England's first carbon negative region. Capitalising on these assets, whilst decarbonising our existing industry and infrastructure must be at the heart of our plans for the future.

The YNY LEP is currently leading the development of YNY Routemap to Carbon Negative, which will provide a clear, co-owned plan to achieve net zero by 2034 and carbon negative by 2040. The Routemap will build upon existing low carbon strategies and activities, including YNY's Local Energy Strategy (published in February 2019) and Circular Economy Strategy (launched in November 2019), alongside local authority climate action plans and business net zero plans.

A Carbon Abatement Pathways (CAP) study provides the technical research to underpin the Routemap. The study established a series of technically robust pathways to get to net zero across key sectors – transport, buildings, industry, power, and land use and agriculture.

The York and North Yorkshire Routemap to Carbon Negative is now being drafted. The Routemap structure will be aligned with the plans set out in the UK Government's net zero strategy to:

- reduce emissions across key sectors; and
- enable the transition across the economy.

This will enable the region to be ready for emerging policy and to access new funding streams.

In addition the LEP commission Local Energy Asset Representation reports [link here](#) which provide a detailed, granular evidence base around energy demand and capacity. Following this a successful Community Renewal Fund bid has secured c£760k to develop Local Energy Action Plans identifying where effort and investment should be focused across NY. This work is being completed in partnership with the National Energy Systems Catapult and splits North Yorkshire into 3 distinct areas. (Scarborough & Ryedale, Selby & Hambleton, Craven & Harrogate).

## 5.5 Attracting investment and funding

<b>Community Renewal Fund</b>	As detailed above, the LEP was successful in securing £768k through the Community Renewal Fund to deliver a Carbon Negative Energy System in North Yorkshire.  This was the only successful bid across North Yorkshire.
<b>Local Delivery of Green Homes Grant</b>	Aside from supporting partners in the Community Renewal Fund and Levelling Up Fund bids, the low carbon team supported Y&NY Local Authorities to successfully bid for £4.3m funding for local delivery of the green homes grant to retrofit housing.
<b>Digital Bootcamps</b>	Whilst the original joint bid with Leeds City region was unsuccessful, DfE have now made funding available to plug gap in provision across YNY. Work is being carried out to identify employer need and match to proposed provision. DfE

	intend to spend funding by pump-priming existing provision in neighbouring areas with a small amount reserved for YNY providers. Delivery expected Jan 22 but must end March 22
<b>Northern Powerhouse Investment Fund (NPIF)</b>	<p>The LEP Invested £7m into the NPIF fund and we are roughly half way through using the total funds that were made available to invest.</p> <p>In our region NPIF has invested £25m with a further £38m for private sector co-investment. Our LEP region has the highest ratio of investment to seed corn funding provided by our LEP at 3.6x and the highest percentage of private sector co investment at 1.5x on the east side of the Pennines .</p>

## 6.0 Section 3: Strategic leadership, engagement and advocacy



6.1 Overall progress is on track and whilst the LEP Review has delayed some activity, LEP Communications remains strong with the Annual Report published.

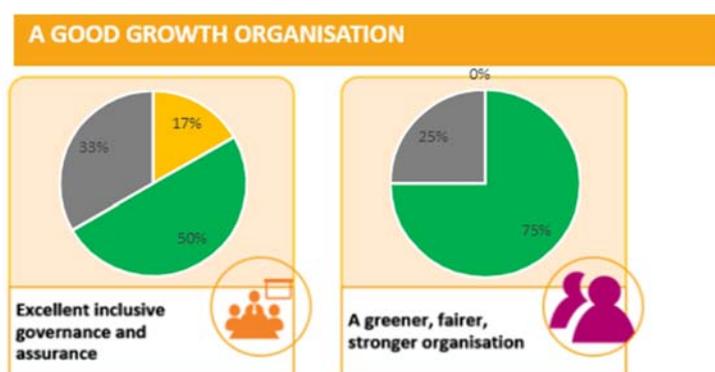
Annual Report	<p><b>LEP Annual Report Year-on-Year</b></p> <p>LEP Annual Report Pageviews</p> <p>Although the number of people accessing the Annual Report in 2021 was very similar to 2020 (around 700), the engagement was much higher.</p> <p>This is represented by a 56% increase in page views year on year. The most engaging page (excluding the landing page) was Stories, with an average read time of 82 seconds and over 1600 interactions on the page.</p> <p>OFFICIAL</p>
Website review	The new LEP website has successfully launched with ongoing developed scheduled throughout the year. <a href="http://www.ynylep.com">www.ynylep.com</a>
Economic Barometer	A monthly economic barometer is now produced and shared across key stakeholders.

Festival of engagement	<p>For the first time, a number of existing events in the YNY LEP calendar have been brought under the umbrella of the 'Festival of Engagement'. This included the annual conference held on November 26<sup>th</sup>.</p> <p>The festival programme runs from 15 September 2021 to 31 January 2022. It incorporates new events led by the LEP or Growth Hub and also signposts activity from partners. In total more than 20 events feature in the festival with a theme of Greener, Fairer and Stronger.</p>
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#### 6.4 Strong advocacy

Great British Rail	The LEP is working in partnership with City of York and North Yorkshire to try and secure the new Great British Rail headquarters in York. A formal competition will be launched and is expected early in the new year.
Rural Commission	The LEP is working closely with NYCC in response to the rural commission, including sitting on the Rural Task Force created in response.
NP11 & LEP Network	<p>The focus of work with the LEP Network and NP11 is to support the LEP Review.</p> <p>In addition NP11 have also commissioned work around 'place' and Innovation building propositions and investment cases for investing in the North.</p>

#### 7.0 Section 4: Good Growth Organisation



- 7.1 Both the LEP Governance and organisational development remain on track with the LEP fully compliant with its Assurance Framework.
- 7.2 All governance arrangements and Board operations continue to meet the requirements as set out in the Local Assurance Framework. The planned review of governance has been deferred however, until the outcome of the Government's review into LEPs is known - now expected January 2022 at the earliest.
- 7.3 The LEP Annual Performance review with BEIS is scheduled for 19 January. A verbal update will be provided at the meeting.

7.4 Finances: Annex A provides the 2021/22 October Cumulative Income & Expenditure statement for core revenue funding and projected reserves position. Overall in-year operating costs are currently forecast to underspend by c.£33.2k, whilst all programme expenditure is on budget.

## 8.0 LEP Review

8.1 A national review of LEPs is underway by Government to set out the future role of LEPs. The review is now being integrated into the Levelling Up White Paper which will set out how government will deliver on its levelling up agenda in local places across UK.

8.2 There is inherent risk in this review and as a consequence there is a lack of clarity over access to future funding.

8.3 This uncertainty has been reflected in how government has delivered investment through 2021/22. North Yorkshire County Council were the accountable body for the Community Renewal Fund bid, whilst District Councils have been invited to bid into the Levelling Up Fund.

8.4 It is anticipated that as a minimum the LEP Review will state that Mayoral Combined Authorities are the preferred vehicle for delivering levelling up and that where they exist LEPs will be integrated into the MCA.

8.5 Alongside supporting the devolution asks development and negotiations, the LEP will seek to ensure its future strategy development secures additional support from both City of York and the new North Yorkshire Council to ensure the work supports the development of the proposed Combined Authority Agenda.

## 9.0 Support for Local Government Reorganisation

9.1 The LEP is supporting the LGR process, in particular the economic regeneration workstream. This will provide a number of benefits;

1. There will be strong coherence and consistency between the regional Plan for Growth and a North Yorkshire Economic Plan
2. The LEP (and/or future MCA) will have sight of the North Yorkshire Pipeline of regeneration projects strengthening negotiations with government.
3. Embedding joint working in the model will strengthen the 'one team' approach, for example through the development of a shared inward investment strategy.

## 10 Recommendations

10.1 The TEO&S are asked to note progress; and

## 11 Additional Information

### Annex A – October 2021/22 Cumulative Finance Statements

### Annex B – Risk Register

11.1 Contact:

<b>Name/Title:</b>	<i>James Farrar</i>
<b>Contact:</b>	<i>James.farrar@ynylep.com</i>

## Annex A – Finance Statements

**YNYER LEP Income & Expenditure Statement as at 31 October 2021/22**

	Core	Bud	Revised Budget	Proj Out	Projected Variance
<b>INCOME</b>					
BEIS Contribution	£250,000	£500,000	£500,000	£500,000	£0
Government Grant/Other Contributions	£386,850	£386,800	£386,800	£386,800	£0
Staff Recharges	£24,669	£21,300	£99,800	£99,800	£0
Bank Interest	£0	£0	£0	£15,050	£15,050
Released From Reserves/Balance Sheet	£0	£511,200	£511,200	£511,200	£0
<b>TOTAL INCOME</b>	<b>£661,519</b>	<b>£1,419,300</b>	<b>£1,497,800</b>	<b>£1,512,850</b>	<b>£15,050</b>
<b>EXPENDITURE</b>					
Staffing (Salary + on-costs)	£648,964	£1,092,500	£1,135,600	£1,117,201	£18,399
Secondments	£23,355	£74,900	£110,300	£110,300	£0
Other Hired & Contracted Services	£10,243	£38,000	£38,000	£38,000	£0
Staff Travel	£179	£10,500	£10,500	£4,000	£6,500
Staff Recharges	£0	£0	£0	£0	£0
Training	£1,895	£15,000	£15,000	£15,000	£0
Recruitment Costs	£0	£0	£0	£0	£0
Rent	£21,847	£26,900	£26,900	£26,900	£0
Venue Hire and Conference	£3,911	£25,000	£25,000	£25,000	£0
Entertainments & Refreshments	£16	£0	£0	£0	£0
Subscriptions/Sponsorships	£11,820	£7,000	£7,000	£11,820	-£4,820
IT	£14,173	£29,400	£29,400	£29,400	£0
Marketing	£30,719	£40,000	£40,000	£40,000	£0
Pool Car Charges	£0	£0	£0	£0	£0
External Audit Fees	£0	£0	£0	£0	£0
Other General Expenses	£2,937	£1,600	£1,600	£3,500	-£1,900
Professional Fees	£14,607	£58,500	£58,500	£58,500	£0
Grants Paid	£0	£0	£0	£0	£0
<b>TOTAL EXPENDITURE</b>	<b>£784,665</b>	<b>£1,419,300</b>	<b>£1,497,800</b>	<b>£1,479,621</b>	<b>£18,179</b>
<b>Net Income , minus value expenditure</b>	<b>-£123,147</b>	<b>£0</b>	<b>£0</b>	<b>£33,229</b>	<b>£33,229</b>

<b>Balance Sheet Reserves</b>	<b>£'000</b>
<b>2021/22 Opening Balance</b>	<b>919.6</b>
<b>2021/22 Movement On Funds</b>	
+/- Income & Expenditure Statement Budget	<b>-511.2</b>
Projected variance to 2021/2022 budget as at 31.08.2021	<b>33.2</b>
<b>Projected Balance Carry Forward to 22/23</b>	<b>441.6</b>
<b>2022/23 Movement On Funds</b>	
+/- Income & Expenditure Statement	<b>-936.2</b>
- assume 21/22 budget plus inflation reserves utilised (-£551.2k)	
- absorb staff costs paid by GBF Cap/rev swap (-£385.0k)	
add Growing Places Fund Cap/Rev swap	<b>494.6</b>
- interest generated from Sherburn2 investment (£400.0k)	
- capital/revenue swap from fund (£94.6k)	
<b>Projected Closing Balance at 31 March 2023</b>	<b>0.0</b>

## Annex B Risk Register

Risk Matrix		IMPACT →				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
LIKELIHOOD ↑	5 Almost Certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Rare	1	2	3	4	5

Score	Likelihood (A)	Definition	Impact (B)	Descriptor
5	Is highly likely to occur at some time in normal circumstances.	Very High >80%	Critical long term damage or harm to service users/public Critical reputation impact Intervention by other agencies Huge financial impact	Catastrophic  All potential benefits lost
4	Likely to occur at some time in normal circumstances.	High 0-80%	Major damage or harm to service users/public High reputation impact – national press and TV coverage Minor regulatory enforcement Major financial impact	Critical  Loss of 80-100% of benefits
3	Likely to occur in some circumstances or at some time.	Medium 40-60%	Noticeable damage or harm to service users/public Extensive reputation impact due to press coverage External criticism likely High financial impact	Significant  Loss of 50-80% of benefits
2	Is unlikely to occur in normal circumstances, but could occur at some time.	Low 20-40%	Minor damage or harm to service users/public Minor reputation impact Moderate financial loss	Marginal  Loss of 25-50% of benefits
1	May only occur in exceptional circumstances, highly unlikely.	Very low <20%	Insignificant damage or harm to service users/public Little or no loss of front line service No reputation impact	Negligible  Loss of <25% of benefits

<p><b>Covid-19</b></p>	<p>Widespread pandemic escalation across the LEP Area has a catastrophic effect on business, employment and living standards.</p> <p>Social distancing measures have been reduced and the vaccination rollout continues, but the Government's Winter Covid Plan does not rollout further restrictions or lockdowns if appropriate.</p>	<p><b>20</b> <b>Likelihood (4)</b> <b>Impact (5)</b></p>	<p>Whilst the LEP obviously cannot directly impact on the reduction of the Covid-19 pandemic, it has</p> <ul style="list-style-type: none"> <li>- provided intelligence on the impact to the local YNY economy</li> <li>- signposted businesses to appropriate financial support and general advice</li> <li>- created new business support services, such as webinars and new platforms such as ShopAppy</li> <li>- coordinated work across the region with Local Authorities and partners to establish an Economic Covid Recovery Plan.</li> </ul> <p>Working within a phased framework for communication, the LEP is promoting the Growth Hub as the place for business to seek a simplified and trustworthy messages of what they can do to survive and adapt. The Growth Hub also has developed a package of support which will assist SMEs to grow through innovation in process and product development, therefore, not losing sight of the current and post-Covid opportunities for some businesses by simply focusing on those which are struggling to survive.</p>	<p>□</p>	<p><b>12</b> <b>L (4)</b> <b>I (3)</b></p>	<p><b>Senior Management Team</b></p>
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<p><b>Plan for Growth (New Risk)</b></p>	<p>A Plan for growth for York and North Yorkshire is being prepared that will help with attracting future funding. The aim is that this will be completed and agreed by March 2022. The engagement of partners during LG reorganisation, changes in and announcements by Government and the LEP review could shift the timing and importance of this Plan, also potentially the lack of buy-in and stakeholder engagement.</p>	<p><b>8</b> <b>Likelihood (2)</b> <b>Impact (4)</b></p>	<p>The framework of the Plan for Growth will align as much as possible with other Government strands such as the National Plan for Growth. Early engagement with Partners will be undertaken and also the plan will be written in a way that it can be adopted easily by the new Unitary and the proposed Combined Authority in the future.</p>		<p><b>4</b> <b>L (1)</b> <b>I (3)</b></p>	<p><b>Andrew Leeming</b></p>
<p><b>LEP Funding (Revenue)</b></p>	<p>Potential operational revenue funding shortfall in 2022/23 due to time extension of LEP transition into a Combined Authority and uncertainty on future revenue funding of LEPs.</p>	<p><b>8</b> <b>Likelihood (2)</b> <b>Impact (4)</b></p>	<p>Budgets and reserves are being effectively managed to ensure financial stability until the creation of a Combined Authority. A capital/revenue swap of £385k on the "Getting Bulding Fund" has already been approved "in-principle" by the LEP Board for 21/22 and a further revenue/capital swap in 22/23 from the Growing Places Fund ensures sustainability until March 2023.</p>	<p>☐</p>	<p><b>3</b> <b>L (1)</b> <b>I (3)</b></p>	<p><b>Adrian Green</b></p>
<p><b>LEP Funding (Capital)</b></p>	<p>Local Growth Funding expired March 2021, Getting Building Fund expires March 2022, and successor programmes (CRF/Levelling Up Fund) to be delivered by Local Authorities.</p>	<p><b>16</b> <b>Likelihood (4)</b> <b>Impact (4)</b></p>	<p>The ongoing LEP Review is likely to shift its function away from capital investor to enhance its role as a strategic business-led influencer. LEP will retain responsibility for extant programmes such as the Getting Building Fund - some projects currently rated red risk due to high levels of spend in remaining Q3/Q4 of 2021/22. Performance Sub-group will continue to review programme progress/delivery.</p>	<p>☐</p>	<p><b>16</b> <b>L (4)</b> <b>I (4)</b></p>	<p><b>Adrian Green / James Farrar</b></p>

<p><b>Resource and Capacity</b></p>	<p>Capacity loss within the LEP due to continuing uncertainty regarding a future organisational model and timing transition to a Combined Authority.</p>	<p><b>8</b> <b>Likelihood (2)</b> <b>Impact (4)</b></p>	<p>Stability was achieved in the knowledge of progression to a future YNY Combined Authority employment status, coupled with the Accountable Body remaining employer up to the point of potential transfer. Fixed term contracts have now been extended to March 2022 and are being reviewed again up to March 2023. The uncertainty around the release and content of the LEP Review is beginning to cause some degree of concern</p>	<p>☐</p>	<p><b>6</b> <b>L (2)</b> <b>I (3)</b></p>	<p><b>Adrian Green</b></p>
<p><b>Getting Building Funding</b></p>	<p>Non delivery of the GBF programme by the final end date of March 2022. Delivery risks may occur relating to availability of construction materials, labour and associated price increases and/or delays – nothing flagged to date. The annual financial profile set by Government is also challenging and adds heightened risk of non-delivery.</p>	<p><b>16</b> <b>Likelihood (4)</b> <b>Impact (4)</b></p>	<p>Year 1 2020/21 delivered to BEIS target of £7.7m. Current year to end of Q2 has reached 2/3 of grant funded activity delivered by projects, balance approx. £5.3m remains to be claimed by 31st March 2022. Over-commitment of £300k approved at September LEP Board (from Growing Places Fund) to increase scope/scale of work on NY Digital Infrastructure and help risk management of delivery. Also potential to seek agreement for use of Freedoms &amp; Flexibilities with NYCC if necessary to optimise GBF at year end 31st March 2022. Digital Infrastructure - process issues have delayed claims/payment of grant but expect to be resolved in Q3 – not affecting physical delivery progress. Thornton Road Pickering - not yet contracted - remaining risks being actively managed by developer and current forecast is still to complete eligible GBF work by 31st March 2022. Performance sub-group continue to review risks and mitigations.</p>	<p>☐</p>	<p><b>9</b> <b>L (3)</b> <b>I (3)</b></p>	<p><b>Liz Philpot</b></p>

<p><b>Local Government Reorganisation</b></p>	<p>Government has agreed a future model for local government in North Yorkshire and York. This model will keep City of York Council in its current form and create a new Unitary Council for North Yorkshire by May 2023.</p> <p>The transition period will be demanding for all local authority partners and risks may arise for delivery of existing projects and in maintaining strategic focus in levelling up the region.</p>	<p><b>8</b> <b>Likelihood (2)</b> <b>Impact (4)</b></p>	<p>The LEP continues to work closely with all Local Authorities to support the transition to a new unitary North Yorkshire Local Authority</p>	<p>☐</p>	<p><b>6</b> <b>L (2)</b> <b>I (3)</b></p>	<p><b>James Farrar</b></p>
<p><b>Staff Wellbeing</b></p>	<p>Working from home in the current lockdown for an extended period is new to staff. Individual pressures including isolation, pressure to work independently, family caring/schooling commitments and dealing with businesses and people in distress on a daily and continual basis can impact on mental health resulting in increased sick days and loss of capacity resulting in increased workload and stress for remaining team members</p>	<p><b>12</b> <b>Likelihood (3)</b> <b>Impact (4)</b></p>	<p>Daily or regular contact undertaken by line managers with staff. Office values and culture developed over the previous 12-18 months of openness and trust empowers staff to raise concerns and issues with managers and aligns with our Organisational Development Plan and One Team ethos . Teams are undertaking video-conferencing to stay in touch and guidance has been issued around working hours, work/home boundaries and flexibilities given potential family caring/schooling commitments. All line managers attending mental health awareness training to help increase response flexibility when issues around well-being arise.</p> <p>Managers and staff are engaged in preparatory work for a return to hybrid working arrangements.</p>	<p>☐</p>	<p><b>6</b> <b>L (2)</b> <b>I (3)</b></p>	<p><b>Senior Management Team</b></p>

<p><b>Data Governance</b></p>	<p>New home working arrangements present potential risks to the security of personal information held and processed by LEP staff. Data breaches may lead to significant financial penalties and reputational damage.</p>	<p><b>8</b> <b>Likelihood (2)</b> <b>Impact (4)</b></p>	<p>Staff undertake mandatory data governance induction training. Additional formal training has been arranged with NYCC's internal auditors, Veritau, to cover data security and GDPR requirements. Personal data may only be accessed using secured NYCC IT. Mandatory training has been arranged for all staff covering Cyber Awareness and Security.</p>	<p><input type="checkbox"/></p>	<p><b>3</b> <b>L (1)</b> <b>I (3)</b></p>	<p><b>Paul Clark / Aissa Gaille</b></p>
<p><b>LEP Review 2021</b></p>	<p>A Government review is underway with the aim of evolving the form, functions and geographies of Local Enterprise Partnerships to respond to changes in Central Government policy. This may lead to some LEP functions being redirected elsewhere to Local Authorities.</p>	<p><b>16</b> <b>Likelihood (4)</b> <b>Impact (4)</b></p>	<p>The LEP Chair and Chief Operating Officer are actively engaging with Central Government to advocate on behalf of the LEP and the York &amp; North Yorkshire region.</p>	<p><input type="checkbox"/></p>	<p><b>16</b> <b>L (4)</b> <b>I (4)</b></p>	<p><b>Senior Management Team</b></p>
<p><b>Community Renewal Fund</b></p>	<p>Successful CRF schemes were announced by the Department for Levelling Up, Housing and Communities on 3 November 2021. DLUHC have confirmed that the delivery deadline has been extended from 31 March to 30 June 2022. The LEP is the delivery agent for a successful North Yorkshire County Council bid.</p>	<p><b>6</b> <b>Likelihood (2)</b> <b>Impact (3)</b></p>	<p>Resource allocation, project planning and performance monitoring to key milestones to ensure delivery by 30 June 2021. Real or potential risks will be identified and mitigated with regular reporting to the LEP Board.</p>	<p><input type="checkbox"/></p>	<p><b>3</b> <b>L (1)</b> <b>I (3)</b></p>	<p><b>Senior Management Team</b></p>